



REPUBLIC OF KENYA

LEARNING GUIDE

FOR

SOCIAL WORK AND COMMUNITY DEVELOPMENT

LEVEL 6



TVET CDACC
P.O BOX 15745-00100
NAIROBI

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FOREWORD

The provision of quality education and training is fundamental to the Government's overall strategy for social economic development. Quality education and training will contribute to achievement of Kenya's development blueprint and sustainable development goals (SDGs). This can only be addressed if the current skill gap in the world of work is critically taken into consideration.

Reforms in the education sector are necessary for the achievement of Kenya Vision 2030 and meeting the provisions of the Constitution of Kenya 2010. The education sector has to be aligned to the Constitution and this has triggered the formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 4 of 2016). A key provision of this policy is the radical change in the design and delivery of the TVET training which is the key to unlocking the country's potential in industrialization. This policy document requires that training in TVET be Competency Based, Curriculum development be industry led, certification be based on demonstration and mastery of competence and mode of delivery that allows for multiple entries and exit in TVET programs.

These reforms demand that industry takes a leading role in TVET curriculum development to ensure that the curriculum addresses and responds to its competence needs. The learning guide in social work and community development enhances a harmonized delivery of the competency-based curriculum for social work Level 6. It is my conviction that this learning guide will play a critical role towards supporting the development of competent human resource for the social work sector's growth and sustainable development.

**PRINCIPAL SECRETARY, VOCATIONAL AND TECHNICAL TRAINING
MINISTRY OF EDUCATION**

PREFACE

Kenya Vision 2030 is anticipated to transform the country into a newly industrializing; “middle-income country providing a high-quality life to all its citizens by the year 2030”. The Sustainable Development Goals (SDGs) further affirm that the manufacturing sector is an important driver to economic development. The SDGs number 9, which focuses on Building resilient infrastructures, promoting sustainable industrialization and innovation can only be attained if the curriculum focuses on skill acquisition and mastery. Kenya intends to create a globally competitive and adaptive human resource base to meet the requirements of a rapidly industrializing economy through life-long education and training.

TVET has a responsibility of facilitating the process of inculcating knowledge, skills and attitudes necessary for catapulting the nation to a globally competitive country, hence the paradigm shift to embrace Competency Based Education and Training (CBET). The Technical and Vocational Education and Training Act No. 29 of 2013 and the Sessional Paper No. 4 of 2016 on Reforming Education and Training in Kenya, emphasized the need to reform curriculum development, assessment and certification to respond to the unique needs of the industry. This called for shift to CBET to address the mismatch between skills acquired through training and skills needed by the industry as well as to increase the global competitiveness of Kenyan labour force.

The TVET Curriculum Development, Assessment and Certification Council (TVET CDACC), in conjunction with industry/sector developed the Occupational Standards which was the basis of developing competency-based curriculum and assessment of an individual for competence certification for Social Work and Community Development level 6. The learning guide is geared towards promoting efficiency in delivery of curriculum.

The learning guide is designed and organized with clear and interactive learning activities for each learning outcome of a unit of competency. The guide further provides information sheet, self-assessment tools, equipment, supplies, materials and references. I am grateful to the Council Members, Council Secretariat, social work experts and all those who participated in the development of this learning guide.

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ACKNOWLEDGEMENT

This learning guide has been designed to support and enhance uniformity, standardization and coherence in implementing TVET Competency Based Education and training in Kenya. In developing the learning guide, significant involvement and support was received from various organizations.

I recognize with appreciation the critical role of the participants drawn from technical training institutes, universities, private sector and consultants in ensuring that this learning guide is in-line with the competencies required by the industry as stipulated in the occupational standards and curriculum. I also thank all stakeholders in the social work sector for their valuable input and all those who participated in the process of developing this learning guide.

I am convinced that this learning guide will go a long way in ensuring that workers in social work sector acquire competencies that will enable them to perform their work more efficiently and make them enjoy competitive advantage in the world of work.

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ACRONYMS

BG	Background
CBET	Competency Based Education and Training
CDACC	Curriculum Development, Assessment and Certification Council
CC	Common Competency
CR	Core Competency
CU	Curriculum
DACUM	Developing a Curriculum
OS	Occupational Standards
OSHA	Occupation Safety and Health Act
OSHS	Occupation Safety and Health Standards
SOPs	Standard Operating Procedures
TVET	Technical and Vocational Education and Training
WHO	World Health Organization
NGO	Non-Governmental Organization
NDFPWD	National Development Fund for Persons With Disability
KAPC	Kenya Association of Professional Counsellors
KISWCD	Kenya Institute of Social Work and Community Development
ISWR	Institute of Social Work and Research
SAS	Statistical Analysis System
BI	Business Intelligence
SPSS	Statistical Package for the Social Sciences
HIV	Human Immunodeficiency Virus
TFT	Thin Film Transistor
SD	Secure Digital
GBV	Gender Based Violence
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
SPSS	Statistical Package for Social Science
DSM (IV)	Diagnostic of Statistical Manual of Mental Disorders
SMART	Specific, Measurable, Achievable, Realistic, Time conscious
NPV	Net Present Value
RCA	Root Cause Analysis
IT	Information Technology
SAR	System Activity Report
CPU	Central Processing Unit
CAP	Community Awareness Program
IP	Intellectual Property
ATM	Automatic Teller Machine
MEL	Master Events Logs
EOR	Emergency Operating Room
WBS	Work Breakdown Structure
PERT	Program Evaluation and Review Technique

CSR	Corporate Social Responsibility
RC	Red Cross
ICP	Individual Care Plan
ITP	Individual Treatment Plan
SWOT	Strength, Weakness, Opportunity and Threats
PESTEL	Political, Economic, Social, Technology, Environmental, Legal
STI	Sexually Transmitted Infections
PPGIS	Public Participatory Geographic Information System
ITP	Individual Treatment Plan

CHAPTER 1: INTRODUCTION

1.1 Background Information

This learning guide has been developed in line with the functions of TVET CDACC as stipulated in Article 45 (1a) of the Technical and Vocational Education and Training (TVET) Act No. 29 of 2013 and the Sessional Paper No. 2 of 2015 that embraces Competency Based Education and Training (CBET) system. It is, therefore, the sole intent of this document to provide guidelines for a Competency-Based Social Work and Community Development curriculum for level 6.

Social Work and Community Development level six qualification consists of competencies that an individual must achieve to enable him/her to identify people who need help, develop plans to improve their client's well-being, research and refer clients to community resources, assess the needs, strengths, situations and support networks of clients, respond to crisis situations, help people to adjust to challenges and changes in their lives, help clients to receive government benefits, advocate and help the clients get resources, respond to crisis situations, follow up to ensure the client's situations have improved, and evaluate provided services to ensure they are effective. A social worker also helps people with a wide range of situations such as being diagnosed with a terminal illness, child adoption, people with disabilities, in probation departments and also rehabilitations. Their work therefore varies based on the type of client they are working with. This learning guide consists of interactive learning activities, content, further reading, self assessment, relevant and related references that enhance implementation of Social Work and Community Development Level 6 qualification. It enables the trainee to acquire the competencies that enables him/her to undertake the various processes in Social Work and Community Development. The Guide further provides illustrations, web links, case studies, examples and resources on how to implement all the learning outcomes/elements described in the Curriculum and Occupational Standards with a particular focus on the trainee.

1.2 The Purpose of Developing the Learning Guide

Social Work and Community Development Level 6 curriculum development process was initiated using the DACUM methodology where jobs/occupations were identified. Further, job analysis charts and occupational standards were generated in collaboration with the industry players under the guidance of TVET CDACC (Curriculum Development Assessment and Certification Council). The result of the process was Social Work and Community Development Level 6 Occupational Standard (OS) and Curriculum. The Curriculum was further broken down into units of learning. To effectively implement Social Work and Community Development Level 6 Occupational standard and Curriculum, learning guides are required to provide training content, guide the learners and trainers on the learning process aimed at imparting the relevant knowledge, requisite skills and the right work behaviour/attitude to the industry. Learning guides are part of the training materials.

1.3 Layout of the Trainee Guide

The learning guide is organized as per chapters. Chapter one presents the background information and purpose of developing the trainee guide. Each of the units of learning/unit of competency is presented as a chapter on its own. Each chapter presents the introduction of the unit of learning/unit of competency, performance standard and list of the learning outcome/elements in the occupational standards.

1.4 Learning Activities

For each learning outcome, the learning activities are presented by covering the performance criteria statements and trainee's demonstration of knowledge in relation to the range in the occupational standard and content in the curriculum.

1.5 Information Sheet

The information sheet is a section under each learning outcome that provides the subject matter in relation to definition of key terms, methods, processes/procedures/guidelines, content, illustrations (photographs, pictures, video, charts, plans, digital content, and simulation) and case studies.

1.6 Self-Assessment

Self-assessment is linked to the performance criteria, required knowledge, skills and the range as stated in the occupational standards. This section further provides questions and assignments in which trainees demonstrate that they have acquired the required competences and an opportunity to reflect on what they have acquired. It is expected that the trainer keeps a record of their plans, their progress and the problems they encountered which will go in trainee's portfolio. A portfolio assessment consists of a selection of evidence that meets the pre-defined requirements of complexity, authenticity and reliability. The portfolio starts at the beginning of the training and will be the evidence for the development and acquisition of the competence (summative and formative) by the trainee. It is important to note that Portfolio assessment is highly emphasized in the learning guide.

Finally, the guide presents tools, equipment, supplies and materials for each learning outcome as guided by the performance criteria in the occupational standards and content in the curriculum. References, relevant links and addendums are provided for further study. The units of competency comprising this qualification include the following common and core units of learning:

1.7 Units of Learning

Table 1: Summary of Common Units of Competencies

Unit of Learning Code	Unit of Learning Title	Duration in Hours	Credit Factors
BUS/OS/SW/CC/02/6	Social research works		
BUS/OS/SW/CC/03/6	Social policy formulation and public administration		
BUS/OS/SW/CC/04/6	Psycho social support		
BUS/OS/SW/CC/05/6	Resource mobilization and fundraising		

Table 2: Summary of Core Units of Competencies

Unit of Learning Code	Unit of Learning Title	Duration in Hours	Credit Factors
BUS/OS/SW/CR/01/6	Management of community resources	100	10
BUS/OS/SW/CR/02/6	Community empowerment	120	12
BUS/OS/SW/CR/03/6	Coordination of community project	140	14
BUS/OS/SW/CR/04/6	Community awareness training and sensitization	130	13
BUS/OS/SW/CR/05/6	Advocacy and lobbying activities	120	12
BUS/OS/SW/CR/06/6	Crisis and disaster management	120	12
BUS/OS/SW/CR/07/6	Conflict resolution and management	150	15
BUS/OS/SW/CR/08/6	Home based care and support	130	13
BUS/OS/SW/CR/09/6	Coordination of rehabilitation programmes	140	14
BUS/OS/SW/CR/10/6	Child welfare programmes	150	15
BUS/OS/SW/CR/11/6	Case management	110	11
BUS/OS/SW/CR/12/6	Management of community-based groups	100	10

CHAPTER 2 SOCIAL RESEARCH WORK

2.1 Introduction of the Unit of Learning/Unit of Competency

Social research work is a unit of competency covered in TVET level 6 Social Work and Community Development course qualification. This unit covers the competencies required to conduct social research works. It involves identifying research problem, formulating research plan, developing research tools, carrying out data collection, analysing collected data and preparing research report. The significance of social research work TVET level 6 Social Work and Community Development curriculum is to equip learners with knowledge and skills to be able to conduct research related to Social Work and Community Development.

The critical aspect of competency to be covered includes; demonstrated ability to conduct literature review, identify research problem, establish scope of the study, establish time frame of the study, prepare a budget, establish research sample size, identify, design, test, validate and administer research tools, establish and train data collection team, conduct data analysis, prepare a report and share the findings and finally implement the recommendations. The basic resources required include videos, stationary, filing equipment, text books/reference materials, and policy documents.

The unit of competency covers seven research learning outcomes. Each of the learning outcomes presents; learning activities that cover performance criteria statements, thus offering the trainees an opportunity to demonstrate competencies stipulated in the occupational standards and content in curriculum. Information sheet provides; definition of key terms, content and illustration to guide in training. The competency may be assessed through written test, demonstration, practical assignment, interview/oral questioning and case study. Self-assessment is provided at the end of each learning outcome. Holistic assessment with other units relevant to the industry sector workplace and job role is recommended.

2.2 Performance Standard

Identify research problem, formulate research plan, develop research tools, carry out data collection, analyse collected data and prepare research report as per analysis, standard operating procedures, set objectives and organization policy.

2.3 Learning Outcomes

2.3.1 List of Learning Outcomes

- a) Identify Research Problem
- b) Formulate research plan
- c) Develop research tools
- d) Carry out data collection
- e) Analyse collected data
- f) Prepare research report

2.3.2 Learning Outcome No 1: Identify Research Problem

2.3.2.1 Learning Activities

Learning Outcome No 1: Identify Research Problem		
	Learning Activities	Special Instructions
1.1 Conduct <i>Literature review</i> (Project report, Government agencies report, Past research reports and Development partners report) as per SOPs	1.2 Conduct literature review analysis as per SOPs 1.3 Identify research problem based on the analysis	Discussions Research proposals
1.2 Conduct literature review analysis as per SOPs		
1.3 Identify research problem based on the analysis		

2.3.2.2 Information Sheet No2/LO1: Identify Research Problem



Introduction

This learning outcome covers conducting literature review and literature review analysis, meaning and identification of research problems.

Definition of key terms

Literature review: It is a search of available research in a chosen area of study.

Social research: Method used by social scientists to investigate social issues and develop products and services to solve the problems/needs of the society.

Research problem: This is a statement about an area of concern, a condition to be improved, a difficulty to be eliminated for meaningful understanding and deliberate investigation.

Content/Procedures/Methods/Illustrations

1.1 Literature review is conducted as per SOPs

When conducting literature review as per standard operations procedure you will use the following steps;

- i. Find a working topic
- ii. Review the literature
- iii. Identify gaps
- iv. Develop a purpose statement and analysis

There are different types of literature review namely;

- Argumentative review: This form examines literature to support an argument.
- Integrative research: A form of research that represents literature on a topic.
- Historical review: This is a form of research throughout a period of time.

- Methodological review: This is a particular approach of the theory used during research.
- Systematic review: This is a clear approach on a topic.
- Theoretical review: This form shows the existence of theory.

The purpose of literature review is to:

- Assist in justifying your research area
- Identify the relationship of the topic to other work
- Collect, evaluate, select and find connections of themes in your area of research
- Supports the identification of a research topic
- Help gain understanding of the existing research
- Help you build your knowledge in your field
- Help understand how research findings are represented

1.2 Literature review analysis is conducted as per SOPs

Literature review analysis is an assessment of literature on particular topics. Literature review analysis consists of;

- A main statement/idea that you are putting forward e.g. a topic sentence
- Evidence from research to support/ argue your idea, showing where the writers agree or disagree
- Analysis of the research literature where appropriate
- Summing up and linking to the next idea
- Evaluating the current state of the literature reviewed
- Pointing out major flaws or gaps in research
- Outline issues pertinent to future study of literature

Steps followed in literature review analysis

- i. Define your research
- ii. Decide on the area of review
- iii. Select the databases to use while doing the research
- iv. Conduct your searches and find the literature review analysis
- v. Review the literature review analysis

A literature review analysis is meant to help in;

- Distinguish what has been done from your topic
- Rationalize the significance of the problem
- Provide a context for your own research
- Understanding the structure of the subject
- Identifying relationships between ideas and practice
- Identifying the main methods and research techniques that have been used
- Preventing duplication and give credit to other researchers

Advantages of literature review analysis

- It gives framework for research, because students can have an idea of what has already been done
- Helps students build up new research topics
- Provide foundation of knowledge on a topic
- Identifies gaps in research
- Opens questions left from other research

1.3 Research problem is identified based on the analysis

A research problem is a statement about an area of concern a condition to be improved, specific issue to be addressed for meaningful understanding and deliberate investigation. There are three types of research problem;

- **Theoretical research problem:** It is the explanation of research problem that has no need for verification.
- **Descriptive research problem:** The following type is asked “what is it like?” describing a situation, condition or occurrence.
- **Action descriptive research problem:** This is a problem through a process of data collection which enables them to describe the situation completely.

Ways of identifying a research problem

- Choosing a specific topic for your research
- Identifies all the issues that you will address
- State the issues in clear research language

Ways of formulating your research problem with ease:

Formulating your research problem enables you to make a purpose of your study clear to yourself and the target readers. A problem statement is an effective and essential tool to keep you on track with research and evaluate it. Some of the ways formulate a research problem include:

- Specifying your research objectives
- Review its context
- Explore its nature
- Determine variable relationships
- Anticipate the possible consequence of alternative approaches

Most frequent mistakes when forming a research problem

- The author specified the area and not the research problem
- Research problem is not of value or does not make sense
- The research problem is simple
- The problem is too broad
- The problem is not researchable

Basic characteristics of a research problem

For your research problem to be effective, make sure that it has these basic characteristics.

- Reflecting on important issues or needs
- Basing on factual evidence
- Being manageable and relevant
- Suggesting a testable and meaningful hypothesis

The purpose of research problem is to;

- Introduce the reader to the importance of the topic being researched and studied
- Places the problem into a particular context that defines what is to be investigated.
- Provides the framework for reporting the results
- Indicates why it is necessary to conduct the study

Conclusion

This learning outcome covered conducting literature review and literature review analysis, meaning and identification of research problems.

Further Reading



1. Read more on approach to research from Educational Research by Creswell J.W
2. Read more on identification of research problem from Orodho & Kombo (2002)

2.3.2.3 Self-Assessment



Written Assessment

1. Which of the following is not a type of literature review?
 - a) Integrative review
 - b) Literature review
 - c) Existing research
 - d) Identification review
2. A research problem is expected to do all of the following **EXCEPT**?
 - a) Reflecting on important issues or needs
 - b) Determine variable relationships
 - c) Place the problem into a particular context that defines what is to be investigated

3. Which of the following is not a purpose for conducting literature review?
 - a) Form research
 - b) Find connection of themes
 - c) Support an argument
 - d) Research method
4. The following are advantages of literature review analysis except?
 - a) Systematic review
 - b) Understanding concepts
 - c) Making outcomes
 - d) Validating analysis
5. What is the purpose of literature review analysis?
 - a) Understanding the structure of the subject
 - b) Systematic review
 - c) Understanding concepts
 - d) Conducting literature analysis
6. Identify the importance of literature review among the following?
 - a) Gain understanding of the existing research
 - b) Represent and approach sourced of literature
 - c) Form research thought
 - d) Supporting an argument
7. The following are characteristics of a research problem which one is NOT?
 - a) Reflects on important issues or needs
 - b) Provide factual evidence
 - c) Being manageable and relevant
 - d) Based on researcher's feelings
8. Outline the criteria to use in formulating research problem with ease.
9. Analyse the basic characteristics for your research problem.
10. Differentiate between a statement of a research problem and a research problem.
11. Evaluate the benefits of conducting a literature review.
12. Justify the purpose of literature review analysis.

Oral Assessment

1. Summarize procedures for conducting literature review.
2. Formulate a viable research problem.

Practical Assessment

Conduct a literature review on issues facing the education sector in your area and formulate a research problem based on literature analysis you have done.

2.3.2.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped simulated operations training office
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders

2.3.2.5 References



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2.3.3 Learning Outcome No 2: Formulate research plan

2.3.3.1 Learning Activities

Learning Outcome No 2: Formulate research plan		
	Learning Activities	Special Instructions
2.1 Establish scope of study as per the set objectives 2.2 Establish Timeframe as per the scope of the study 2.3 Prepare budget as per organization policy 2.4 Establish samples size as per the scope of the study		Classroom Simulations Brainstorming Case Studies

2.3.3.2 Information Sheet No2/LO2: Formulate research plan



Introduction

This learning outcome covers establishing: scope of study, research timeframe, sample size and preparing a budget as per organizational policy.

Definition of key terms Scope of Study

A research plan also known as a research proposal is a document that explains more about the research work to be done.

Sample: A group of people, objectives or items that are taken from a large population to represent it in generalizing the finding of a research project.

Hypothesis: A statement about relationship between two or more variables.

Content/Procedures/Methods/Illustrations

2.1 Scope of study is established as per the set objectives

A scope of study is the first plan in formulating a research plan. It entails the area to be covered in the research work. Contents found in the scope of study: title, background information, research methodology, a plan of work, the time schedule and a budget plan.

Steps taken to establish a scope of study

- The organizations' or researchers' reasons as to why they are undertaking the research
- Define the key objectives of the research study. Why is the proposal being done, what will be done, when will it be done and how much it will cost.
- Outline a project statement of work. A statement of work provides a detailed breakdown of the work to be done during the research period.

- iv. Obtain a sign off from organizations management or involved stakeholders as a confirmation sign that they are aware and fully understand the research work done.

Importance of the scope of study

Scoping assist the researcher in;

- Planning what steps needs to be done
- Define the objective
- Note the important areas to be covered

Essential information in a scope of study

- **Business case:** why is the project required and what benefits are expected to be delivered or what problems will be solved.
- **Project description:** An overview of the projects; final deliverable.
- **Success criteria:** These are the key elements that will constitute a successful project they include: Background information research methodology plan of work /time schedule and a budget plan.
- **Limitations:** This could be related to resources or some technology limitations that could affect the end product.
- **Assumption:** These are documented assumptions that have been made and will affect the final outcome.

2.2 Timeframe is established as per the scope of the study

A timeframe is a set of time in which certain activities are expected to occur. A timeframe serves as a visual overview of the project. It is formed by establishing a work breakdown structure showing the flow of work. A timeframe includes scheduled work times for example; one may have a time frame for researching, sorting, writing, sampling and data collection, compiling data received and submitting the report.

Table 1: Sample table showing a work timeframe

Research activity	Jan	Feb	March	Apr	May	June	July	Aug
Develop research proposal								
Literature review								
Develop questions for data collection								
Data collection								
write up for first draft								
Write up for final								
Submission of research report								

Advantages of formulating a time frame

- Allows enough time for communicating with people who have communication difficulties
- Gives the researcher time to discuss
- Enough time is needed to reflect upon and learn from the sample size used
- Time is necessary not only to collect but also carefully analyse the data collected
- Enough time is needed to report back your finding to your respondents
- Enough time is needed to write your reports for the various groups of people who may find your research useful.

2.3 Budget is prepared as per organization policy

A budget is a created plan for money showing how it is intended to be used. Budgeting may include costs like direct costs, indirect costs, operating costs among others.

Types of budget

- Provisional budget:** This a rough budget to enable one to have an estimate of how much an activity will cost.
- Permanent budget:** there is no room to change this type of budget one must work within it.

- iii. **Contingency:** It is a budget based on the permanent budget that has been worked out so as to take into consideration any unexpected events or rises in the cost.

Creating a budget includes;

- Identifying all items that are going to cost money
- Creating and estimating prices of items money will be spent on
- Getting approval for the amount from the management

Importance of Budgeting

- Establishing guidelines
- Cost estimation: One can estimate how much money can be spent on each component of the project
- Prioritizing: It will allow one to prioritize the different parts of the project
- Future Planning: In case the budget shows funding to be inadequate to cover the necessary cost to complete the entire project, having a budget in place will help in planning for future cost.

2.4 Samples size is established as per the scope of the study

Sample size refers to the number of participants or observations included in a study.

Terms used in sampling include;

Population: The total number of people or objects in an area.

Target population: This is the total group of people or objects being used in the study.

The size of the sample influences two statistical properties

- The perception of the estimates.
- The power of the study to draw conclusions.

Sampling Techniques

There are two forms of research sampling;

i. Qualitative Sampling

These are non-numerical data used to study elements in their natural setting. There are three main types of qualitative sampling.

- a) **Purposive Sampling:** Pre-selected criteria related to research hypothesis determines the participants for the research.
- b) **Quota Sampling:** The researcher established participants' quotas before forming a sample.
- c) **Snowball Sampling:** The participants in the study refer other individuals who fit the traits required for the study.

ii. Quantitative sampling

Used to categorize or rank numerical data. Researchers establish general laws of behaviour found in different contexts and settings.

There are three main types of quantitative sampling;

- Random Sampling: This is when all individuals in a population have an equal chance of being selected.
- Stratified Sampling: When the researcher defines the types of individuals in the population based on the specific criteria.
- Systematic Sampling: Occurs when the researcher chooses a sample in an orderly manner.

Steps for estimating a sample size

- i. Specify a hypothesis test: choose one to three main hypothesis. A hypothesis is a tentative statement about the relationship between two or more variables
- ii. Specify the significance level of the test: It is usually alpha 0.5 but it does not have to be
- iii. Specify the smallest effect size that is of scientific interest
- iv. Estimate the values of the parameters necessary to compute the power function. Most statistical tests have the format of standard deviation. We can get it if we use data from a pilot study or also use historical data to compute standard deviation
- v. Specify the intended power of the test which is the probability of finding significance if the alternative hypothesis is true
- vi. Calculate

Purposes of Sampling

- Saves time
- Saves money
- Collects richer data: sampling allows the researcher to ask participants more questions and to gather richer data than does contacting everyone in a population.

Conclusion

This learning outcome covered scope of study, research timelines, sample size and budget proposal which will help the student to understand more about formulating research plans and the steps to take and points to note in the task.

Further Reading



Read more on sample size from: Social Work Research Methods by Bruce A. Thyer. (2000)

Read more on scope of study Fundamentals of Social Work Research by Rafael J. Engel. (2014)

2.3.3.3 Self-Assessment



Written Assessment

1. Define the term research?
 - a) Searching again and again
 - b) Finding solutions to a problem
 - c) Working in a specific way to search for the truth of any problem
 - d) None of the above
2. Identify the first step in research sampling process?
 - a) Searching sources of information to locate problem
 - b) Survey of related literature
 - c) Searching for solutions to the problem
 - d) Identification of the problem
3. The essential qualities of a researcher are?
 - a) Spirit of free enquiry
 - b) Reliance on observation and evidence
 - c) All of the above
 - d) None of the above
4. A research is a brief report of research work based on?
 - a) Both primary and secondary data
 - b) Secondary data
 - c) Primary data
 - d) None of the above
5. Which of the following variables cannot be expressed in quantitative terms?
 - a) Marital status
 - b) Numeric aptitude
 - c) Professional Attitude
 - d) Social economic status
6. A common test in research demands much priority on?
 - a) Reliability
 - b) Objectivity
 - c) Usability
 - d) All of the above
7. What content is found in the first page of the research report?
 - a) Title page
 - b) Appendix
 - c) Index
 - d) Literature review
8. Formulate a budget to be used in a research exercise.
9. Discuss the steps taken in establishing a scope of study when formulating a research plan.

10. Classify the various forms of sampling techniques giving examples in each case.
11. Discuss the advantages of having a timeframe when formulating a research plan.
12. Analyse the contents found in the scope of study.

Oral Assessment

1. Discuss some of the sampling techniques used in research.
2. State the importance of budgeting while formulating a research plan.

Case Study Assessment

In recent reports, there has been a high rise of teenage pregnancy in our country and you have been appointed to carry out research on the case. Prepare a time frame and a budget for the project.

Tasks to do

1. Establish a scope of study as per the set objectives.
2. Formulate a workable timeframe likely to be used during the study
3. Estimate a suitable budget to be used
4. Discuss the possible solutions that can be used to curb the identified problem

2.3.3.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped simulated operations training office
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders
- Pens
- Calculators
- Note books/pads

2.3.3.5 References



- Allen. R., & Earl R.B. (2015). Research Methods for Social Work. USA. Cengage Learning.
- David R. (2007). Research Methods in Social Work. USA. Thomson Learning. Jac.
- Rafael J. Engel, Russel K, Schutt (2014). Fundamentals of Social Research. USA. SAGE Publications. Inc.

2.3.4 Learning Outcome No 3: Develop data collection tools

2.3.4.1 Learning Activities

Learning Outcome No 3: Develop data collection tools		
	Learning Activities	Special Instructions
3.1	Identify required tools as per SOPs	Group discussions
3.2	Design required tools as per SOPs	Case study simulations
3.3	Test selected tools as per SOPs	Oral discussions
3.4	Validate research tools as per SOPs	

2.3.2.2 Information Sheet No2/LO3: Develop data collection tools



Introduction

This learning outcome covers: Identification and development of data collection tools, pilot testing of the tools and validation of the research tools.

Definition of key terms

Data collection: The procedure of gathering, computing and analysing data collection from researching certain variables or research questions through systematic techniques.

Pilot testing: A preliminary study that is conducted in small scale for the purpose of evaluating the procedure and outcome of a research project prior to the study.

Data validation: The procedure of ensuring that the data collected is a true representation of the variables being studied.

Content/Procedures/Methods/Illustrations

3.1 Required tools are identified as per SOPs

These tools include interviews, questionnaires, focus group discussion and observation. These instruments are used to collect data from chosen respondent about a certain phenomenon.

a) Interviews

An interview is a standard data collection tools that entails the collection of information through the inquiry method. During interview the researcher coordinates the entire process by asking questions that address the research objectives. The questions can be asked either face to face, through the telephone or email. The responses to these questions are then recorded in a manner that allows data analysis.

Types of interviews

- **Structured interviews:** These are organized or designed in a manner where researchers actually fill structured forms instead of the respondents involved. The questions asked are also predetermined and standard.
- **Semi- structured interviews:** They are utilized when an interviewer intends to use both structured questions in a form with a lee-way of asking questions to seek clarification and more information concerning a topic, however structured interviews apply for consistent results.
- **Open-ended interviews:** These interviews entail no specific instruction or restrictions during the process of data collection. It entails the interviewer asking a series of broad questions to ensure an open, and information discussion.

Advantages

- Using interviews is appropriate for research because it enables a researcher obtain in-depth information about a certain phenomenon by asking open-ended questions. It allows the interviewer to ask questions that are private and require rapport formation with respondents

Disadvantages

- A major limitation of using interviews is that it is time consuming and expensive to conduct interviews on every participant

b) Questionnaire

Questionnaires are research instruments that entail respondent filling in forms by themselves. They are used when the respondent have some level of literacy and can be able to understand and fill the form by themselves. Forms can be sent via email or delivered by hand to the respondents. There are two types of questionnaires depending on the type of the questions they are:

- **Closed questionnaire**

These entail questions that a respondent should choose while filling out forms. Closed questions are especially concordant for quantitative data because they provide both normal and ordinary data. Additionally, the data developed may be presented using pie charts, percentage and bar-charts.

Closed questions are advantageous because they are economical, easy to collect and analyse and provide standardized responses that are easy to test for reliability since they lead to responses that are narrow in scope.

- **Open questionnaire**

Questionnaires could also be designed from open-questions where respondents are allowed to answer questions how they deem fit. They are mostly used for answering questions that are complex in nature and require more explanations.

One major strength for open questions is that it enhances scope covered by respondent by allowing them to expound on their answer.

Open questions are limited in that they are time consuming to construct and answer and are unsuitable for respondents who are less literate and cannot adequately express their feelings.

1)* How satisfied are you with our selection of products?

☐ Very satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☐ Very dissatisfied

Any comments?

2)* How satisfied are you with the ease of the order process?

☐ Very satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☐ Very dissatisfied

Any comments?

3)* How satisfied are you with the speed of delivery of your order?

☐ Very satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☐ Very dissatisfied

Any comments?

Figure 1: A simple questionnaire

Source: jotform.com

c) Observation

A process of collecting data from the natural environment by physically observing phenomenon such as processes, objects, event and relationships formally record the observations. Observation is advantageous because it is a simple method and does not entail any technical expertise; it provides a clear accuracy of results and is used for sensitive cases.

Types of Observation

- **Structure/ direct observation**

The researcher records observations against agreed checklists. This is important where standardized data is required.

- **Expert observation**

An expert observer in a certain field is involved in observing and recording data concerning a certain phenomenon. It is required when information required is sensitive and difficult to find and interpret.

- **Participatory observation**

It occurs when the beneficiaries of the particular are engaged in the planning an observation exercise, actual engaging in the process and discussing of the findings. This is required in instances when the researcher is required to live with the respondents to understand in-depth the phenomenon under study and information required is sensitive.

3.2 Required tools are designed as per SOPs

Designing data collection methods entails developing content to use in the collection tools to ensure all questions included in the tools represent the questions of the study.

Designing questionnaire

Steps in designing a questionnaire

- Decide on the content of the questionnaire i.e. participants to involve and how to relate content of the questionnaire with the research questions
- Draft the biographical information excluding the names of the respondent to ensure that anonymity is upheld,
- Choose how to reach the respondents i.e. personal interaction, telephone or via mail.
- Decide on the content of the questions and their wording,
- Align the questions in an orderly manner, pretest the developed questionnaire
- Develop a conclusive survey form to use

Designing an interview

While designing interviews, the researcher should:

- Consider the research questions and overall objectives of the research.
- List the objectives and hypothesis of the research
- Select the interview method to use including how to represent the interview forms to respondents and when and where to include open or close-ended questions
- Prepare a discussion guide which will ensure that the researcher refers to the list of items within a checklist to help him/her stay within topic
- Find interviewees as per method required from the previous stages
- Conduct the interview. By first seeking informed consent and collect the data
- Finally analyse the collected data and disseminate findings

Designing observation method

- i. Prepare observations to the questions of the study which will then be used as a guide to the process.
- ii. Find an appropriate spot to conduct the observation with minimal interruption.
- iii. Note down the happenings required as per the research questions, the setting ambience and physical characteristics as well as how you felt during the process of observing
- iv. Write down all notes in the observation template constructed above to ensure that time is not wasted on inelegant aspects.
- v. Allow data to evolve throughout the process because information tends to emerge as the observation process unfolds.
- vi. Then analyse all the data collected from the fields

3.3 Selected tools are tested as per SOPs

Standard Operating Procedures advocate that before tools of data collection are used in the main research project, they should first undergo testing. The main procedure used to test the data collection tools is pilot testing.

Pilot study

Pilot studies are small scale studies used to investigate whether the key components of a study are feasible before engaging in the project. Pilot studies help researchers resign the project to ensure that all questions the design, the sample among other elements are feasible for the purpose of creating high quality outcomes.

- Pilot studies are used to prove the reliability of research instruments
- Pilot studies respondents use the selected data collection tools. To pilot a questionnaire, a representative sample of the target respondent is selected and ensures that they take the questionnaire, than make improvements where it seems fit on the basics of the feedback obtained.
- Pilot studies are therefore conducted prior to any study to increase the reliability even though it might lead to lengthy delays when it comes to disseminating research findings.

Pilot testing ensure feedback of a questionnaire is reasonable to ensure the removal of unnecessary and ambiguous questions. In interviews, it can also be piloted by conducting data analysis and altering the finding to determine whether the interview questions will represent the study questions. When it comes to the observation, piloting will entail finding out whether the chosen location will serve the study objectives in a feasible manner. For instance, whether the time it will take to observe phenomenon is feasible for the current study.

3.4 Research tools are validated as per SOPs

Apart from testing the reliability of data collection tools, the validity of these tools must also be tested. Checking the validity of data collection tools entails finding out how accurate they are in measuring what they set out to measure.

Conclusion

This learning outcome covered identification and development of data collection tools, pilot testing of the tools and validation of the research tools.

Further Reading



Further reading could be done on validity testing, and tools such as focus group discussions, surgery and case studies on:

1. Wilcox, A, B. Ciallagher, K, D, Boden-Albala. B., S, Balcken, S.R (2012). Research Data Collecting Methods: from paper to tablet computer. Medical care .568-573
2. Fundamentals of Research Methodology and Data Collection (2016) Igwenagu, Chinelo

2.3.4.3 Self-Assessment



Written Assessment

1. Which of the following tools is a method to collect data?
 - a) Opinion
 - b) Positivism
 - c) Case study
 - d) Interview
2. Which of the following types of research is used to cause changes and monitor outcomes?
 - a) Grounded theory
 - b) Action research
 - c) Survey
 - d) Case study
3. While conducting any study one should test reliability and validity of
 - a) Procedure of sampling
 - b) Interviewing process
 - c) Data collection tool
 - d) All the above

4. Secondary data include?
 - a) Personal documents
 - b) Optical document
 - c) Archived research data
 - d) All the above
5. Qualitative observation conducted for exploratory purposes is called _____ kind of observation.
 - a) Probed
 - b) Complete
 - c) Naturalistic
 - d) Structured
6. What is the other name for a likert scale?
 - a) Ranking rating scale
 - b) Trent sampling
 - c) Summated rating scale
 - d) Interview protocol
7. When conducting interviews asking questions such as how do you feel, anything else are forms of?
 - a) Protocols
 - b) Probes
 - c) Contingency questions
 - d) Response categories
8. Highlight five reasons why a researcher should conduct a pilot study
9. Outline the advantages and disadvantages of observation method
10. Explore five advantages of using the questionnaire method of data collection
11. Summarize five sources of secondary data that are helpful to the researcher
12. Briefly describe how to design a field observation method

Oral Assessment

1. Justify why a researcher should ensure the validity of research instruments.
2. Demonstrate the process for designing an interview guide.

Practical Assessment

Develop a questionnaire on a topic of your choice with careful consideration of the 15 principles of questionnaire construction

2.3.4.4 Tools, Equipment, Supplies and Materials

- A functional office
- Video cameras
- Tablets/smart phones
- SD cards and card readers
- TFT screen
- Notebook and pen

2.3.4.5 References



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2.3.5 Learning Outcome No 4: Carry out data collection

2.3.5.1 Learning Activities

Learning Outcome No 4: Carry out data collection		
	Learning Activities	Special Instructions
4.1 Establish data collection team as per organization policy 4.2 Train data collection team as per organization policy 4.3 Administer research tools as per organization policy		Group discussions Classroom simulations PowerPoint presentations

2.3.5.2 Information Sheet No2/LO4: Carry out data collection



Introduction

This learning outcome covers types of data, establishment and training of a data collection team and administration of data collection tools.

Definition of key terms

Data collection: It is a process of gathering and measuring information on variables of interest, in an established systematic way, in order to answer research questions and evaluate outcomes.

Data: This is the information gathered for purposes of reference or analysis.

Research Tools: These are instruments or equipment used in quantitative and qualitative methods of data collection.

Content/Procedures/Methods/Illustrations

4.1 A data collection team is established as per organization policy

Data collection team is a group of people who are carefully selected from the organization to gather information for analysis as per the guidelines and rules of that organization. An organization establishes data collection team by leveraging existing skills. This is done by ensuring that the employees from within the organization are given the first priority before outsourcing. An organization can also establish a data collection team by striking a balance. This should be a harmonious balance between having fun and expressing creativity while thoughtfully evaluating the risks and rewards involved.

Importance of establishing a data collection team

An organization may establish a data collection team in order;

- To help improve a product or a service
- To be able to come up with a solution to a problem that is hindering the attainment of the organization's objective
- To help the organization learn more about its customers
- It enables the organization to dissolve trends in the way people change their opinions and behaviours over time or in different circumstances
- It also helps the organization in facilitating decision making and improving the quality of decisions made.

In data collection, there are two types of data

- **Qualitative data:** Is any data that can be measured and characterised based on the attributes and properties of a phenomenon. It is non-numerical in nature
- **Quantitative data:** Are measures of values or counts and are expressed as numbers

4.2 Data collection team is trained as per organization policy

Training is the process of adding more skills and knowledge in an employee in a certain area. Data collection teams should be equipped with the necessary skills and knowledge in order to carry out the data collection process with ease and understanding.

Steps in training the data collection team

- Determining training needs:** This entails analysing what needs to be trained with regards to the job requirement and the team's requirement.
- Establishing Training policies:** An organization should have guiding principles on how training should be done. The responsibility of the top management in training should also be clearly stated.
- Setting goals and objectives of training:** The goals of training the team is to help in the improvement of the performance. An objective could be long-term e.g. organizational restructuring.
- Preparing the training budget:** The organization is responsible for the funds allocation required for the training process. The funds are supposed to facilitate any activity during the training process.
- Deciding about the training venue:** The type of training to be given helps in deciding the venue e.g. if it is on the job training, the training could be done within the organization. Off the job training requires an environment away from the normal working environment.
- Deciding about the methods and techniques to be deployed in the training:** The organization does this depending on the depth of knowledge, background of the trainees and the number of trainees to undergo the training process.

- vii) **Determining methods of evaluating training:** This is the measurement of the effectiveness of performance after training and collecting useful feedback for future training.

Importance of training data collection team

- It helps in the improvement of the organization's operations. When the data collection team is well equipped with the knowledge required and the skills, the process of data collection becomes efficient and effective
- There is improvement of the quality of data collected and is safely ensured
- There is increased profitability because the data collected is well analysed to help the organization improve on products and services
- There is improved corporate image because, effective data collection leads to improved quality of the products and services offered hence improving the image of the organization
- It boosts the morale of the workers in that organization

4.3 Research tools are administered as per organization policy

A research tool is a testing device for measuring a given phenomenon, a concept of interest in research. An ideal measuring instrument is one whose results are relevant, accurate, objective, sensitive and efficient. When one wants to collect data, they need to decide on the research tool to use in the process. Research tools include the interviews, surveys and focus group. Research tools are administered in the following ways;

- Interviews have a face to face conversation between the interviewer and the respondent. They ask questions in line with the information they want to gather. In cases where the questions are not clear, the respondent is free to ask for clarifications from the interviewer while they record down the answers as they are being answered
- In surveys information is gathered from a sample of a particular group. The respondents use such devices as smartphones, tablets and computers and can do so in places where they are comfortable. A large sample size is used in this method thus ensuring data accuracy
- Focus groups consist of a small number of people from a target group. The information is gathered through group discussions with a moderator who ensures smooth flow of the questions

Conclusion

This learning outcome covered types of data, establishment and training of the data collection team and administration of data collection tools.

Further Reading



1. Read more on: survey methods for data collection from Data Collection book by Wendy Olsen (2011).
2. Read more on collecting qualitative data from Fundamentals of Research Methodology and Data Collection. Igwenagu, Chinelo (2016).

2.3.5.3 Self-Assessment



Written Assessment

1. Which one is not a method to consider when selecting an appropriate method for data collection?
 - a) Adequately piloted instrument
 - b) Unethical sound instrument
 - c) Appropriate instrument to the research objective
2. Which of the following is not classified as secondary data in data collection?
 - a) Journals
 - b) Internet
 - c) Questionnaires
 - d) Government publication
3. Quantitative or numerical data occur when the variable can be measured and expressed numerically. Is this statement?
 - a) True
 - b) False
4. Which of the following statement is correct?
 - a) Close ended questionnaire allows respondents to answer using their own words
 - b) Open ended questionnaires include all possible answers/ prewritten response categories
 - c) None of the above
5. The following are methods of data collection **EXCEPT**?
 - a) Questionnaire
 - b) Observation
 - c) Case study
 - d) Qualitative data

6. When establishing data collection team, the organization is guided by?
 - a) Organization mission
 - b) Organization policy
 - c) Case study
 - d) Qualitative data
7. Which of the following methods of data collection does not require the data collection team to move to where the respondent is in order to collect data?
 - a) Questionnaire
 - b) Interview
 - c) Case study
 - d) Observation
8. Outline three advantages of using questionnaires as a data collection method.
9. Plan the procedure of training data collection team.
10. Identify the various methods used in data collection.
11. Classify the types of data by their characteristics.
12. Differentiate between qualitative data and quantitative data.

Oral Assessment

1. Summarize the importance of data collection?
2. Demonstrate the criteria to use when selecting data collection tools.

Practical Assessment

In Oloitoktok, the number of female students sitting for their final exams is less than their male counterparts. Collect the data in from a school of your choice in the area and present it to justify the statement.

2.3.5.4 Tools, Equipment, Supplies and Materials

- A functional office
- Online books
- Tablets
- Notebooks and pens
- Smart phones
- Books

2.3.5.5 References



- De Vaus, D.A. (2001) Research Design in social research, London SAGE
- Igwenagu, Chinelo(2016) Fundamentals of Research Methodology and Data Collection. LAP Lambert Academic Publishing
- Kippra. (2005), research methodology and communication, Module 3. Nairobi: Kenya Institute for Public Policy research and analysis
- Kothari C.R (2004), Research Methodology: methods and techniques 2nd Edition. India new Delhi New Age International (P) Publisher.
- Wendy Olsen. (2011), Data Collection Ist Ed, SAGE Publications Ltd. UK.

2.3.6 Learning Outcome No 5: Analyse collected data

2.3.6.1 Learning Activities

Learning Outcome No 5: Analyse collected data		
	Learning Activities	Special Instructions
5.1 Conduct data analysis as per organization policy		Written tests
5.2 Prepare <i>data analysis tool</i> (Excel spreadsheets, graphs and charts) as per organization policy		Demonstration Oral questioning

2.3.6.2 Information Sheet No2/LO5: Analyse collected data



Introduction

This learning outcome covers: The meaning of data analysis, types of data analysis tools which include; excel spread sheets, graphics and charts. It also looks into the preparation of data analysis tools and methods of conducting data analysis.

Definition of key terms

Data analysis: It is a method in which data is collected and organized with the goal of discovering information and information conclusion (data) to support decision-making process.

Graphs: It is a diagram representing a system of connections or interrelations between two or more points using dots, lines or bars.

Charts: It is a sheet of information which is in the form of a table graph or a diagram.

Excel spread sheet: It is a computer program used for accounting, analysis and storage of data in a tabular form.

Content/Procedures/Methods/Illustrations

5.1 Data analysis is conducted as per organization policy

Data analysis is a method in which data is collected and organized so that one can derive meaningful information from it.

Methods of data analysis

- **Qualitative research:** It is a data analysis method of observation to gather non-numerical data.
- **Quantitative research:** It is a data analysis method which uses measurable data to formulate facts and uncover patterns in research.

Data analysis is conducted using the following tools

- Use Google sheets to prepare data for analysis
Google sheets- Is a free and accessible web-based spreadsheet tool for data processing.
They work on any computer running any web browser (chrome, Firefox, Microsoft Edge) or as an app for the android users.
- Use Microsoft Excel to prepare data for analysis.
- Use Atom for simple data cleaning
Atom is a free and open source text and source code editor desktop application built using web technologies.
- Use Tableau Prep when preparing data for analysis automatically.
Tableau Prep is a personal data preparation tool that empowers are to cleanse, aggregate, merge and prepare data for analysis in Tableau...

5.2 Data analysis tool is prepared as per organization policy

Data analytics helps improve company's strategies by keeping in mind the customer focus which helps in improving the profits of the company.

Types of data analysis tools

- i. **R programming:** It is a programming language and free software environment widely used for statistics and data modelling it can easily manipulate your data and present it in many different ways as per organization policy. It has many packages which allow you to install automatically as per the user requirements and then allow you to browse all packages by categories.
- ii. **BI tools (Business Intelligence):** It is a type of software used to retrieve, analyse, transform and report data for business intelligence as per organization policy. Its goal is to shorten/convert the business data to business decisions and use data to influence the decision making process. There are three common BI tools namely Power BI, Fire Report and Tableau.
- iii. **Statistical Analysis System (SAS):** It is a programming language and environment for data manipulation which can analyse data from any sources as per the organization policy.
- iv. **Splunk:** It is a software technology used for monitoring, analysing and visualizing the machine generated data in real-time as per organization policy. It pulls all text-based log data and provides statistical calculations on the data to present it in different formats.
- v. **Excel:** It is a spread sheet program from Microsoft used to create grids of texts, numbers and formulas specifying the calculations as per organization policy. It is also used to analyse complex tasks which summarizes the data with a preview of pivot tables that help in filtering of data as per the client's requirement.

Process of preparation of data analysis tools include;

- a) Identification of data sources
- b) Identify how to access the data
- c) Considering which variables to used
- d) Determining whether to use derived variables
- e) Explore the quality of your data, seeking to understand both its state and limitations.

Conclusion

This learning outcome covers: The meaning of data analysis, types of data analysis tools which include; excel spreadsheets, graphics and charts. It also looks into the preparation of data analysis tools and methods of conducting data analysis.

Further Reading

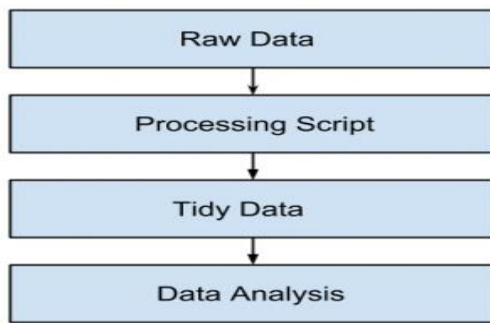
Read more method of data analysis from:

1. Introduction to Statistical Learning by: Gareth James, Daniela Witten, Trevor Hastie, and Robert Tibshirani
2. Fundamentals of research methodology and data collection ER: Igwenagu, Chinelo (2016)

2.3.6.3 Self-Assessment**Written Assessment**

1. Point out the correct statement.
 - a) Data has only qualitative value
 - b) Data has only quantitative value
 - c) Data has both qualitative and quantitative value
 - d) None of the above
2. Which one of the following is not a data analysis tool?
 - a) Tableau
 - b) Excel spread sheet
 - c) Questionnaire
 - d) SAS
3. What do we call data that summarize all observations in a category?
 - a) Frequency data
 - b) Summarized data
 - c) Raw data
 - d) None of the above

4. Following figure represents correct sequence of steps in performing data analysis.



- a) True
 - b) False
5. Which of the following is an example of raw data?
- a) Original swath files generated from a sonar system
 - b) Initial time-series file of temperature values
 - c) A real-time GPS-encoded navigation file
 - d) All of the above
6. Which one of the following is the original source of data?
- a) Primary data
 - b) Secondary data
7. Which of the following data is put into a formula to produce commonly accepted results for decision making?
- a) Raw
 - b) Processed
 - c) Synchronized
8. Discuss the different methods of data analysis used in an organization.
9. Explain 4 types of qualitative research method.
10. Explain 4 types of quantitative research method.
11. Differentiate between quantitative research method and qualitative research method.
12. Explain three examples of BI tools.

Oral Assessment

1. What is data analysis?
2. List 3 common data analysis tools used in an organization.

Practical Assessment

Collect, analyse and present your organization's/ school's employees number in a excel spread sheet, graph and chart.

2.3.6.4 Tools, Equipment, Supplies and Materials

- A functional office
- Computers
- Appropriate application Software
- Smart phones
- Flash disks and SD cards
- TFT screen
- Paper and pen

2.3.6.5 References



- Coakes, S.J., Steed, L. & Ong, C. (2010). SPSS Version 17.0 for Windows: Analysis without anguish. Milton: John Wiley & Sons Australia.
- Hair, J.F., Black, B.J., Babin, B.J., Anderson, R.E. & Tatham, R.L. (2010). Multivariate data analysis. 7thEd. Upper Saddle River: Pearson Prentice Hall.
- Igwenagu, Chinelo (2016) Fundamentals of Research Methodology and Data Collection. LAP Lambert Academic Publishing
- Weinberg, S.L. & Abramowitz (2008). Statistics using SPSS: An integrative approach. 2ndEd. New York: Cambridge University Press.

2.3.7 Learning Outcome No 6: Prepare research report

2.3.7.1 Learning Activities

Learning Outcome No 6: Prepare research report		
	Learning Activities	Special Instructions
6.1 Report is compiled as per organization policy 6.2 Share or disseminate report as per organization policy 6.3 Implement research findings as per organization policy		Group discussion Trainee to write report

2.3.7.2 Information Sheet No2/LO6: Prepare research report



Introduction

This learning outcome covers; components, compilation, dissemination and implementation of the research report and finally the implementation of the research report findings.

Definition of key terms

Research report: It is a document prepared and produced by the researchers that gives an overview of the data collected, analysed and discussed.

Dissemination: It is a planned process that involves relating research findings with the purpose and its adaption in the wider decision making practice

Implementation: It is the process whereby the research findings are adopted into the wider policy. The findings are integrated into the researched practice and processes

Sample size: Refers to a smaller and manageable representation of a group in the research study.

Content/Procedures/Methods/Illustrations

6.1 Report is compiled as per organization policy

Reports are developed depending on the purpose why it is conducted. Organized researches are conducted in the form of qualitative methods or surveys. Although the reports vary over numerous topics it specific niche in the proposed market.

Research report can be divided into two

- **Applied research:** Done in accordance with real life people and situations.
- **Basic research:** From a lab or clinical-based research.

How to write a proper research report

- i. Prepare the content based on the research
- ii. Know your target audience
- iii. Set clear and relevant research goals and objectives
- iv. Establish a proper work model
- v. Do an in-depth background research on the topic
- vi. Proof read your work
- vii. Discuss only the results that are of significant to the research.
- viii. Develop an effective conclusion
- ix. Review between peers who are independent colleagues
- x. Research reports give the general overview of the research study's thus need to be compiled taking all elements into account and using the most understandable and easiest language

6.2 Report is shared or disseminated as per organization policy

Dissemination is necessary as it communicates the report findings to the target audience. The most effective sharing or disseminating plan should be developed before the research study is completed. Before sharing or disseminating, one must determine what to share, in what format and with whom.

Steps on how to share your report

- i. Define the goal or objective of the report
- ii. Clearly outline the target audience
- iii. Collaborate/interact with others; help in problem solving
- iv. Formulate a sharing plan
- v. Write in an essay to understand language such as using narratives
- vi. Layer and link report personalization while trying to meet different audience's specialization, must be tailored in an effective manner to share
- vii. Evaluate the work; Surveys can be used to gather feedback
- viii. Dissemination is targeted distribution of the research report to a particular audience. It occurs through a variety of settings, channels and social contexts.

Research report dissemination is done for the following objective:

- To widen the scope reached by the report
- To increase likelihood of the audience to use and apply the report
- To increase the audience's ability to improve or refer to the research

Common sharing or disseminating methods include;

- Publishing program
- Publish report to stakeholders in conferences
- Social media such as websites
- Conducting an official press conference release
- Creating training toolkits
- Distributing flyers and pamphlets

The goals of dissemination include;

- **For awareness:** Sharing of information helps reduce ignorance of the audience on the topic.
- **For understanding:** Helps in gaining knowledge on the topic.
- **For action:** Help develop reasons for the action plan creation in solving or creating intervention on the topic.
- **Ethical responsibility:** Dissemination helps one fulfil his ethical responsibility of information-sharing that will help in decision making

6.3 Research findings are implemented as per organization policy

Research findings are the results or outcomes from a research project. Having a good understanding of a research report and its findings is paramount in order to enable implementation and how best to go about it. A number of approaches can be used to implement research finding as researchers are directed at discovery of concepts, proofs or knowledge, laboratory experiment or employing sample/ pilot studies.

Some of the methods used in implementation of research findings may include;

- i. **Participatory action research:** research in communities that seeks to understand day to day activities. It insists on collective inquiry and experimentation intertwined in social history and experience.
- ii. **Pragmatic trials:** they focus on the relationship between treatments/ inventions and outcomes in real life routine practice.
- iii. **Explanatory trials:** they seek to examine whether an intervention/ a treatment is under normal optimal situation.

Key characteristics of implementation research

- **Contextual:** Research objectives and questions should be based on the implementer's identified needs, which are demand driven.
- **Systematic:** Interventions should be based on specific real life situations, adhering to ethics on scientific inquiry.
- **Multidisciplinary:** All factors of the analysis (social, political, biological, economic and environmental) need to be collaborated.
- **Complex:** Occur in a multi-scale, adaptive and dynamic nature.

Conclusion

This learning outcome covered components, compilation, dissemination and implementation of the research report and implementation of the research report findings.

Further Reading



Read more on preparing research plan from:

1. Willis Yuko Oso, David Onen. (2009), A general guide to writing research proposal and report, Nairobi Jommo Kenyatta Foundation
2. Kabir Syed Mohammed (2016) Writing research report.

2.3.7.3 Self-Assessment



Written Assessment

1. Which of the following is a component of research report?
 - a) Sample size
 - b) Methodology
 - c) Objectives
 - d) Study area
2. The following are include in the introduction **EXCEPT**?
 - a) Objectives
 - b) Key questions
 - c) Literature review
 - d) Data analysis
3. Select an example of research report from the following?
 - a) Basic
 - b) Pragmatic
 - c) Exemplary
 - d) Complex
4. Which is not a step in report sharing?
 - a) Define the goal
 - b) Formulate a sharing plan
 - c) Evaluate the work
 - d) Developing a conclusion
5. Underline the odd one out?
 - a) Systematic trials
 - b) Pragmatic trials
 - c) Explanatory trials
 - d) Participatory action research
6. Identify a component of a research?
 - a) Contextual
 - b) Multidisciplinary
 - c) Pragmatic
 - d) Complex

7. Which of the following is a disseminating method?
 - a) Creating attaining tool kit
 - b) Plagiarizing
 - c) Copying
 - d) Referencing
8. Summarize the components of research report
9. Outline the characteristics of implementation research
10. Name three methods used in implementation of research findings
11. Outline five examples of disseminating methods of research report
12. Discuss the procedure of research as per the SOPs

Oral Assessment

1. Categorize the components of research report in a chronological order
2. Name key characteristics of implementation research reports

Project Assessment

Conduct an assessment on gender-based violence cases in your area and prepare the report

2.3.7.4 Tools, Equipment, Supplies and Materials

- A functional office
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders
- SPSS program
- Computers
- Printers
- stationeries

2.3.7.5 References



Kabir Syed Mohammed 2016 Writing Research Report. Bangladesh Back Zone Publication.

Magenta A.6. (2008). Social science research: theory and principle Nairobi: Applied

Willis Yuko OSU, David. (2009) A general guide of working research proposal and report Nairobi; Jommo Kenyatta Foundation.

CHAPTER 3: SOCIAL POLICY FORMULATION AND PUBLIC ADMINISTRATION

3.1 Introduction of the Unit of Learning/Unit of Competency

Social policy formulation and public administration is a unit of competency offered in TVET level 6 Social Work and Community Development course qualification. This unit covers the competencies required to conduct social policy formulation and public administration. It involves formulating social policy, carrying out policy implementation, analysing social policy, evaluating social policy, managing social welfare services and documenting social policy. The significance of social policy formulation and public administration to TVET level 6 Social Work and Community Development curriculum is to equip learners with knowledge and skills to demonstrate empathy, social welfare policies, social research presentation, decision-making and interpersonal skills so as to fit in the workplace.

The critical aspects of competency to be covered include; demonstrated ability to develop and implement social policy assessment tools, collect and analyse data, prepare and share report, develop social policy implementation plan, identify social policy implementation activities, carry out mitigation measures, analyse, evaluate and document social policies. The basic resources required include: a functional office and fully equipped simulated operations training office.

The unit of competency covers six learning outcomes. Each of the learning outcome presents; learning activities that covers performance criteria statements, thus creating trainee's an opportunity to demonstrate competencies stipulated in the occupational standards and content in curriculum. Information sheet provides; definition of key terms, content and illustration to guide in training. The competency may be assessed through written test, demonstration, practical assignment, interview/oral questioning and case study. Self-assessment is provided at the end of each learning outcome. Holistic assessment with other units relevant to the industry sector workplace and job role is recommended.

3.2 Performance Standard

Formulate social policy, carry out policy implementation, analyse and evaluate social policy, manage social welfare services and document social policies as per organization policy.

3.3 Learning Outcomes

3.3.1 List of Learning Outcomes

- a) Formulate social policy
- b) Carry out policy implementation
- c) Analyse social policy
- d) Evaluate social policy
- e) Manage social welfare services
- f) Document social policies

3.3.2 Learning Outcome No 1: Formulate social policy

3.3.2.1 Learning Activities

Learning Outcome No 1: Formulate social policy		
	Learning Activities	Special Instructions
1.1 Develop assessment tools as per organization policy 1.2 Implement assessment tools as per organization policy 1.3 Collect and analyse data as per organization policy 1.4 Prepare and share report as per organization policy		Lectures Group discussions Field trips to Organizations

3.3.2.2 Information Sheet No3/LO1: Formulate social policy



Introduction

This learning outcome covers: Formulating social policy it entails the meaning, importance, characteristics and types of social policies, decision making models and principles of social policy. It also covers models for social policy formulation, its process and challenges.

Definition of key terms

Policy assessment: This is the process of analysing the policies that have been set for the bet

Organization policy: These are guidelines that provide information on rules and regulation that govern an organisation and processes in an organisation. Organization policies ensure that the parties involved know what is permitted and what is prohibited in the organization.

Social policy: These are guidelines principles legislations and activities that affect the living conditions of human welfare such as the quality of life is affected by health or education policies.

Content/Procedures/Methods/Illustrations

1.1 Assessment tools are developed as per organization policy

This is the process of analysing the policies that have been set for the betterment of their approval.

Importance of policy assessment

- Make positive changes to organization
- Improve on the organizational operations

- Check on the guidelines or policies set if they have positive or negative impact
- Helps in knowing the progress of the organization and the shortcomings

Tools used in policy assessment

- Policy indicators
- Scoring systems
- Yes/no formats
- Questionnaires
- One on one interviews

Procedure for developing policy developing tools

- Find the operational needs:** Before the formulation of any policy for an organization one has to know the needs and the places that need improvement in an organization. This is very important so that the most felt need will be addressed and not an imposed need; so as to find the most felt need one has to talk to the people working in the organization from bottom up in terms of authority. This will ensure that the policies are inclusive.
- Risk management:** When making any policy one conduct a risk assessment to know the risks involved before policy formulation. For instance, it's important to know if the policy will bring harm or vice versa. Once the risk is identified are dealt with first to avoid affecting policy formulation process.
- Continuous improvement:** Policies are meant to change or improve certain processes of an organization so as to activate better outcome or profits from the organization. This tells us that the policy should be carefully researched on before it is implemented. Therefore, it is important to review the policy time by time to ensure they meet the intended need.
- Compliance:** Finally, one has to check the policy fitness to set rules and regulation of organisation and government. Policies are meant to improve organizations standards and ensure that the organization get maximum profits so the policies should comply with other policies rules and regulations of the organization.

Importance of policy development

It is important to formulate policies for an organization because:

- It enhances improvement of service delivery.
- Improve the organization operations
- Help in progress and performance review
- Through policies new ideas are developed for the betterment of the organization.

- By formulating policies, a good relationship between the employer and the employee is created thus having a good working condition which improves the organizational output

1.2 Assessment tools are implemented as per organization policy

Assessment tools implementation is the process by which a policy is put into action or to work.

The process of policy implementation involves:

Identification of policy goal

One has to weigh on the issues that need to be addressed and pick one pressing issue at a time to avoid being overwhelmed on what to solve first.

Data Collection and analysis

Data has to be collected carefully, this is because if the wrong data is collected then the policy to be implemented will not deal with the issue at hand and may even cause more problems rather than dealing with the issue. Also one should ensure that they collect adequate data before making the policy.

Get recommendations

When making policies one should always consult other parties including the employees. This is to ensure that the policy will have the contributions of everybody which makes it easy for the employees to accept the new policy. Involving them makes them own the policy and not feel as if it has just been imposed on them.

Authority assessment

Before implementing the proposed policy, the authority or the organizational management should go through the policy, discuss and suggest on changes that should be made and also give their contributions. This is important so that they can make changes bases on the guidelines of the organization.

Evaluation

After the authority or the management has gone through the proposed policy then an evaluation should be done. This is to incorporate the ideas that have been presented and emitting what was discarded. This is the last stage; this requires presenting the policy to the employees or to the organization so that they can follow what it stipulates. It is very important to follow this procedure so that the policy will be well executed by the organization and for its acceptance.

An example of an organization policy and how to implement assessment in an organization that deals with children's rights a policy can be put in place stating that all the children have to be enrolled in school. This can be implemented by conducting follow up in the schools and with the parents to ensure that the child is in school, by use of local chiefs.

1.3 Data is collected and analysed as per the organization policy

Development of policy is informed by existing data and situation. This requires one to collect relevant data on the area in which one is formulate data. There are two types of data

- **Primary:** This is data obtained from first-hand information.
- **Secondary:** this is data obtained form already existing materials such as journals, reports, government documents etc.
- Data can further be categorized into;
- **Quantitative:** this is numerical data that can be measured and presented in percentages, frequency and sums. Such data may include number of male and female in gender representation.
- **Qualitative:** this is data that cannot be measured they appear in terms of meaning and reasons.
- **Quantitative:** Data is data which involves numerical that is; the ages of class two children, while qualitative data is data which does not have numerical.

Table 3: Types of data, advantages and disadvantages

Type of data	Advantages	Disadvantages
Secondary	• Can be easily available and accessible • It is cheap to collect this data	• It can be biased • The information can change over time so one can get wrong findings.
Primary	• It is first-hand information so it's not biased • The data has not been edited or altered	• It is an expensive process • It is time consuming

Data analysis

This is the process of finding meaning from raw data. Analysis is important in obtaining the information needed or required for the policy formulation.

Various techniques are used in analysing data;

- SPSS software
- Excel
- Stata
- R system

It is very important to know the type of data before you analyse. In making policies one has to know if they need primary, secondary, quantitative or qualitative data, this will help formulation of a good policy using the correct information.

1.4 Report is prepared and shared as per organization policy.

Policy reports are documents that provide information on the process used in formulating particular policies. This document is important in informing the relevant stakeholders on the content of the policy and seek further input. The report shows findings from data collection to be used in policy formulation and recommends on how the formulated policy will be implemented.

Key components of policy formulation report include

The following process is followed in preparing a report:

- i) Topic
- ii) Background: this section has an introduction to the matter that the policy is being formulated for, the problem being addressed and the objective of the policy.
- iii) Approach used in policy formulation
- iv) Conclusion
- v) Recommendation

Sharing of policy formulation report

Once the report is ready it has to be shared to the relevant stakeholders. This may include;

- Government
- Donors
- Community member etc.

Ways of sharing policy formulation report

- Internal memos
- Organizational meetings
- Emails
- Printed hand-outs
- Presentation

Conclusion

This learning outcome covered; the meaning, importance, characteristics and types of social policies, decision making models and principles of social policy. It also covers models for social policy formulation, its process and challenges.

Further Reading



1. Read further on public policy by Sidney, Maras's (2009) policy formulation design and tools.
2. Read more on social policy formulation from Specht H (1997) Case Work Practice and Social Policy Formulation

3.3.2.3 Self-Assessment



Written Assessment

1. The following are advantages of policy formulation **EXCEPT?**
 - a) Improving organizations operations
 - b) Teach people about organization
 - c) Coming up with new organizational ideas
2. Which of the following should be considered in developing assessment tools?
 - a) Risk management
 - b) Organizational population
 - c) The management
3. Data is categorized in many ways which is not a type of data?
 - a) Primary data
 - b) Secondary data
 - c) Tertiary data
4. Which are the disadvantages of secondary data collection?
 - a) It can be biased
 - b) It is cheap
 - c) Availability of information
5. The following are characteristics of qualitative data, **EXCEPT?**
 - a) It is numerical
 - b) It is not numerical
 - c) It is easy to collect
6. Which one of the following is not a characteristic of qualitative data?
 - a) It is not numerical
 - b) It is numerical
 - c) It is tiresome to collect
7. Which one of the following is not an advantage of primary data collection?
 - a) It is a tedious job
 - b) Best information to rely on
 - c) It is not biased

8. Evaluate social policies and how they work.
9. State and explain the types of data.
10. Differentiate between primary and secondary data.
11. Differentiate between qualitative and quantitative data.
12. Discuss the disadvantages of secondary data collection.

Oral Assessment

1. Demonstrate procedures used for policy formulation.
2. Justify the need for risk management during policy formulation.

Practical Assessment

Develop and formulate a policy based on social issues in Kenya.

3.3.2.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped simulated operations training office
- Video cameras
- Stationery
- Filing equipment
- Text books/reference materials
- Policy documents

3.3.2.5 References



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3.3.3 Learning Outcome No 2: Carry out policy implementation

3.3.3.1 Learning Activities

Learning Outcome No 2: Carry out policy implementation		
 Learning Activities	Special Instructions	
2.1 Develop implementation plan as per organization policy 2.2 Conduct implementation meetings as per organization policy 2.3 Identify policy implementation activities based on the proposed policy 2.4 Identify and avail resources based on the implementation activities 2.5 Put mitigation measures to overcome the anticipated challenges in place as per organization policy	Discussions Report review	

3.3.3.2 Information Sheet No3/LO1: Carry out policy implementation



Introduction

This learning outcome covers: Importance of public participation, promoting public participation, policy implementation activities, policy implementation framework and overcoming challenges in policy implementation.

Definition of key terms

Policy: Is a set of principles, rules and guidelines adopted by an organization.

Policy implementation: Is the process of translating a policy into actions and presumptions into results through various projects and programs.

Public participation: It is the involvement of the public in the activities of any organization.

Content/Procedures/Methods/Illustrations

2.1 Implementation plan is developed as per organization policy

An implementation plan is a document that outlines the resources, assumptions, short and long term outcomes, roles and responsibilities and the stipulated budget.

Steps in developing implementation plan

- Create a list of the outcomes:** This is done in accordance or in respect to the priorities of the tasks.

- ii. **Allocate a champion to each outcome:** The champion is motivated to achieve the outcome and keep the entire project team accountable in achieving it. It is also selected on the criteria of passion, interest in achieving the specific outcome. The major roles are however shared among different persons to ensure that these outcomes are every ones' responsibility.
- iii. **Determine action plan needed to be adhered:** The actions that would result to the intended outcomes are written down and each scrutinized one at a time.
- iv. **Establish the roles and budgets:** The roles and responsibilities of the implementation team are determined. The overall budget is stipulated and the ones responsible for it are noted.
- v. **Set a tracking sheet:** A tracking sheet gives the status of implementation plan. It gives the actions that are still in progress, those that are complete and those already late. It quickly addresses any issues to keep the project on track.

A tracking sheet contains the following guidelines:

- Green indicates completed action.
- Yellow indicates the actions in progress.
- Red indicates delayed actions.

Importance of an implementation plan

- It breaks each strategy into identifiable steps
- It assigns each step to one or more persons and gives suggestions on when each step should be completed.

Challenges in creating an implementation plans

- It requires the planner to identify each step required so as to allocate a particular strategy.
- Minimal likelihood of implementing the strategy when one does not know how to execute a certain strategy.

A good policy implementation satisfies the following virtues; uniqueness, fecundity, internal consistency, parsimony, generalizability.

Factors influencing implementation process

- Administrative decision making
- Administrative rule making
- Adjudication
- Law enforcement
- Program operation

The success of policy implementation is measured by changes in the behavior of the target population, which can be measured by assessing the degree to which they are complying (or not) to the new policy.

A policy may fail to be effective even after it has undergone implementation of:

- The target population are in disagreement with the policy
- The target population lacks the time, resources or the skill required by the new policy
- If there is no proper communication regarding the policy

A good implementation policy has to be documented, recorded, feedback obtained from the clients and have physical evidence regarding the ratings obtained from the target population

2.2 Implementation meetings are conducted as per organization policy

An implementation meeting is held to plan the short term and annual targets, support and how to monitor if the intended outcomes are achieved.

A monthly or quarterly meetings should be held with the staff, where they report on the progress they have made so far. For an implementation meeting to be successful the person heading the meeting has to plan, organize and control the subject discussions.

He/she has to maintain the group by encouraging and developing harmonious relationships. He/she also has to motivate the members. The purpose of the meeting has to be made clear; the rationale has to be set clear. Team leaders should also hold meetings among themselves where they should discuss strategies needed to achieve the intended outcomes.

Importance of implementation meetings

- They provide a platform where individual persons conduct a self-assessment
- They help in linking the various strategies to performance
- They make it easier to establish any faulty areas and provide any necessary correction required at that particular time.

2.3 Policy implementation activities are identified based on the proposed policy

Meaningful public participation is conducted seeking to request the public for their input at specific points in the overall decision process. This helps in putting their concerns into considered throughout the decision making process. It employs the use of variety of tools and techniques to inform the public on the new policy and seek their input on the same. It also results to better outcomes and better governance if done in a meaningful way.

Communities tend to develop a long term capacity to manage and solve any social challenging issues which goes a long way in their lives.

Public participation also contributes to better decision in the sense that it brings additional facts, values and perspectives of the overall matter, decisions therefore informed of public participation are less subtle to challenges.

Activities involved in policy implementation include: planning, analysis, design, implementation and support. Other policies are lobbying and advocacy.

i) Lobbying: Is an implementation strategy that involves face to face contact convincing the public to accept the newly formulated policy.

ii) Advocacy: Is an implementation strategy aimed at influencing decision making at all levels of government and is often a process of empowerment. It involves mobilizing and motivating the community in the activities that are aimed at promoting the new policy. Mobilization also entails widening the base support of the new policy.

iii) Enforcement: It entails widening the base of support of the new policy and ensures the compliance with the new policy that sees the need to enact laws and regulations attached to that policy.

2.4 Resources are identified and availed based on the activities

A resource is something that is ready to use when it is needed.

Resources required in a policy implementation includes; people that covers the most important resource in terms of skills and expertise, well stipulated budget, spacious office space and equipment, IT services and staff.

The resources are identified based on the type of policy and reviled on their availability. Resources that would be needed in lobbying are:

- Pamphlets
- Reference materials
- Videos Computers
- Projector

Factors to be considered in resource identification

- **Availability of the resources:** Are they readily available?
- **Usefulness of the resource:** How useful is the resource to the subject matter?
- **Subject matter:** Some matters require a specific resource while others can cut across many disciplines hence will require more resources.
- **Expertise of the persons involved:** Are the people who will use that resource competent enough; do they have the required knowledge?

2.5 Mitigation measures to overcome the anticipated challenges are put in place as per organization policy

Mitigation measures are measures aimed at reducing the occurrence of an unpleasant circumstance. They are aimed at eliminating a long term risk to people and helps in achieving the plans mission and goals.

These measures have 3 main components; mitigation goals, mitigation actions and an action plan for implementation:

Challenges encountered during policy implementation

- **Unclear goals:** Unclear goals are experienced when the organization have many goals that are complicated, lacks clarity and consistency to demands of people.
- **Over ambitious policy goals/ unrealistic goals:** At time, the policies tend to be unrealistic in the instances that they are not attainable or maybe they are too wide.
- **Lack of modern technology for implementation:** Lack of modern technology, managerial skills and administration skills make it difficult to implement some policies because they are an important prerequisite factor in ensuring the success of such policies.
- **Corruption:** Public officials often tend to display corrupt tendencies that often delays the implementation of policies.

Mitigation measures dealing with these problems could be;

- Setting clear goals; the goals should be simple, clear, and easy to understand and should reflect the demands of people.
- The lack of modern technology could be solved by innovating some basic techniques that are in line with the modern demands of the world.
- Corruption cases could be handled by punishing those caught engaging in corrupt practices.
- The company should also set realistic goals that are attainable.

Conclusion

This learning outcome covered: Importance of public participation, promoting public participation, policy implementation activities, policy implementation framework and overcoming challenges in policy implementation.

Further Reading



1. Read more on policy implementation by Honig, M.I (2006) New directions in Education policy implementation. Sunny Press
2. Nakamura, R& Smallwood, F (1999). The Policy Implementation. New York. St. Martins, 12-18

3.3.3.3 Self-Assessment



Written Assessment

1. Which among the following is not among the key colours used in a tracking sheet?
 - a) Green
 - b) Red
 - c) Black
 - d) Yellow
2. The public participate in the policy implementation through these ways except?
 - a) Lobbying
 - b) Advocacy
 - c) Striking
 - d) Giving their suggestions
3. The following resources are useful in implementing policies; which one is NOT?
 - a) A functional office
 - b) Video cameras
 - c) People
 - d) DVD/CD Recorders
4. Mitigation measures follow a strict 3 component rule, which among the tested components is not among them?
 - a) Goals
 - b) Actions
 - c) Action plan
 - d) Decisions
5. The following activities encourage public participation in policy issues. Which one is not?
 - a) Learning
 - b) Capacity building
 - c) Hortatory
 - d) Authority
6. Which of the following criteria for evaluating public policies deal explicitly with whether the program achieves its goals or not?
 - a) Equity
 - b) Efficiency
 - c) Effectiveness
 - d) Equality

7. Which one of the following is a common challenge experienced when implementing policy?
 - a) Corruption
 - b) Unclear goals
 - c) Unrealistic goals
 - d) Pressure form the environment
8. Explain what is mitigations
9. Discuss some of the challenges encountered during policy implementation.
10. Demonstrate the possible solutions to the challenges in during policy implementation
11. Interpret public participation and how they are involved in policy formulation and implementation.
12. Analyse the characteristics of achievable goals

Oral Assessment

1. Justify the importance of goals in social formulation.
2. Who should be added to the implementation team?

Practical Assessment

Assuming you are assigned the task of developing a policy implementation plan in Adverc Company. What are some of the steps, you will follow in developing; what resources would be useful in this task?

3.3.3.4 Tools, Equipment, Supplies and Materials

- A functional office
- Stationery
- Filing equipment
- Text books/reference materials
- Policy documents

3.3.3.5 References



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Spillane, J.P., Reiser, B.J., Reimer, T. (2002) Policy Implementation and Cognition: Reframing and refocusing implementation research. Review of educational research 72(3), 387-431

TBSmith (2001) The policy implementation process istor publishers.

3.3.4 Learning Outcome No 3: Analyse Social policy

3.3.4.1 Learning Activities

Learning Outcome No 3: Analyse Social policy		
 Learning Activities	Special Instructions	
3.1 Identify and develop assessment tools as per organization policy 3.2 Implement assessment tools as per organization policy 3.3 Collect and analyse data as per organization policy 3.4 Prepare and share report and findings as per organization policy	Presentations Lectures Group discussions	

3.3.4.2 Information Sheet No3/LO3: Analyse Social policy



Introduction

This learning outcome covers: Meaning of policy analysis, importance of social policy analysis, methods of social policy analysis, tools for policy analysis and agencies involved in social policy analysis and their role.

Definition of key terms

Policy analysis: Refers to the steps taken by an individual/ individuals to identify likely policy options that could be used to address present problems and then proceed to make comparisons in an attempt to choose the most serviceable, operations and achievable.

Social policy analysis: It is the process used by one to adequately describe and analyse how well a particular policy meets human needs.

Content/Procedures/Methods/Illustrations

3.1 Data is collected and analysed as per organization policy

Social policy assessment tools aim to help social policy decision makers to predict and evaluate the likely impact of the social policy the choice of assessment tool to use will be determined by the organization policy.

Some of the tools that can be used when analysing social policy are:

- a) **Policy implementation assessment tool and approach:** This tool is used to enable policy stakeholder to acquire enough information about the social policy, the tool has two sections i.e. for policy makers and for policy implementers. Policy makers are responsible for setting the policy priorities and any other relevant information while policy implementers are carry out all the activities as outlined in the policy with regard to implementation.

- b) Social impact assessment tool:** This tool allows one to conduct a systematic assessment of the possible social impacts of the social policy. It is used to help policy makers and other key stakeholders to acquire information about the positive and negative effect of the policy.

Importance of carrying out a social impact assessment

- Presents the organization with important opportunity to analyse the effect of the project across the larger community.
- Helps identify any ethical issues that can arise as a result of implementing the project.
- Helps identify any ethical issues that arise as a result of implementing the project.
- Helps in the process of integrating different stakeholders in the project implementation process.
- Helps in holding stakeholders and other stakeholders accountable.
- Helps in identifying any sustainability issues related to the project.

Methods of conducting policy analysis

They include;

- **Qualitative studies:** Allows one to use a variety of tools such as the use of interviews with individuals and policy makers, studying policy history to find out what has been done in the past and conducting an archival analysis
- **Quantitative analysis:** Helps one to measure the impact of the social policy. It is more concerned with making a comparison between the amounts of expected or known costs associated with the policy

3.2 Assessment tools are implemented as per organization policy

The implementation process being after the selection of the appropriate tools. The effective implementation of the assessment tool requires proper planning and mobilization of sufficient resources on the part of the policy maker. It is important for the implementers to be trained in the content of the policy and be in possession of the required skills. During implementation it is important for the policy maker to address any longstanding norms and social cultural factors that can have a positive or negative impact on the policy implementation process policy that entails transaction of policy goals and objectives in an action

How to implement assessment tools

- i. **Consultation:** It is important to consult with all relevant stakeholders when deciding on the appropriate assessment tool to be implemented. This is to ensure that every person understand the importance of using assessment tool

- ii. **Tailoring the assessment tool to the organization and social policy:** The assessment tool chosen should be adapted to the needs of the organization and social policy.
- iii. **Define obligation clearly with a specific manner:** All information about the selected assessment tool should be short and clear.
- iv. **Make sure those assessment tools are realistic:** Make sure that organization has time, resources and employees required to implement the assessment tool. There is no need to choose an assessment tool that the organization lacks the resources to implement.
- v. **Publicise the assessment tool:** Ensure all the relevant information about the assessment tool is readily available to all stakeholders.
- vi. **Train all staff in the use of the assessment tool:** The organization has a responsibility to provide information, instructions, supervision and training of all employees on the use of the assessment tool. Any arising issue on the implementation should be discussed with all stakeholders on regular basis
- vii. **Be consistent in the implementation of the assessment tool:** It is important for the supervision of the workplace to be conducted to ensure that all procedures are being followed
- viii. **Review all assessment tools regularly:** All assessment tools in use should be reviewed regularly. In the event any changes occur, the assessment tool should be reviewed to make it more relevant and effective.

3.3 Data is collected and analysed as per organization policy

Data refers to an individual unit of information. Data collection is the process of collecting and gathering information from various sources with the aim of examining the outcome. Good data collection activities require clear a process to ensure that the data collected is error free, reliable and consistent. To ensure a good data collection process, one should take stock of their objectives, identify their requirements, decide on the best data collection method and finally come up with the best data collection plan

There are several tools and techniques that can be used in the data collection process such as secondary sources or primary sources

Primary data is first hand data, its original form of collection. Secondary data is data derived from other sources that are published or unpublished.

Methods of collecting primary data

- i. **Direct interviews:** It is a directed, straightforward face to face question and answer session that will be used by social worker to gather data. This will be very beneficial in getting as much data as possible from those involved.
- ii. **Indirect interviews:** It is a question and answer session in which there is a disguise to the intent of the questions such that the respondent is not fully aware of the objective as to why they are being asked questions.

- iii. **Questionnaires:** It is a research instrument that is made up of a series of questions that are intended to collect information from a respondent. It is beneficial when one wants to gather data from a large group of respondents.
- iv. **Published data:** It is a data source that includes publications by governments, international organizations report and other sources such as newspapers, journals, magazines etc.
- v. **Unpublished data:** It is a data source that is maintained privately by firms, organizations, businesses, scholars etc.
- vi. **Information from correspondence**

Sources of secondary data

- Published data
- Unpublished data
- Report

Data analysis is the process of collecting raw data into statements that can be understood. The end result of data analysis is information that can be used for the decision making process.

There are several tools that can be used in the data analysis process such as Microsoft excel.

Methods of data presentation

The results can be delivered as a summary or through the use of:

- Charts
- Graphs

The process of presenting data in a visual form is known as data visualization

3.4 Report is prepared, and findings shared as per organization policy

A report is a document that contains information that is organized and presented in a format that is suitable for a particular audience and is meant to serve a particular purpose. A good report should be prepared based on the policy of the organization.

Content of a policy report

- Title
- Executive summary
- Background: this section has an introduction to the matter that the policy is being formulated for, the problem being addressed and the objective of the policy.
- Methodologies used in policy formulation
- Conclusion
- Recommendation and summary

Importance of conducting an analysis of a social policy

- Helps in addressing how society and governments respond to challenges that exist in different social-economic groups
- Helps in learning more about the different roles of government, families and civil societies in meeting human needs
- Helps in identifying the inequalities that are faced by different social-economic groups in accessing social services support
- It helps in provision of facts and statistics about the extent and impact of the social policy
- It also helps in determining whether the social policy will meet or is meeting its intended goals

Conclusion

This learning outcome covered: Meaning of policy Analysis, importance of social policy analysis, methods of social policy Analysis, tools for policy analysis and agencies involved in social policy analysis and their role

Further Reading



1. Read more on social policy from Alcock P, Haux T, May M and Wright S (2016)

3.3.4.3 Self-Assessment



Written Assessment

1. Select the policy that is mainly concerned with general welfare of citizens?
 - a) Economic
 - b) Criminal justice
 - c) Public health
 - d) Social
2. Which of the following is not used when conducting a qualitative analysis?
 - a) Qualitative analysis
 - b) Past policy
 - c) Public health
 - d) Social
3. Which of the following is not included in a report?
 - a) Executive summary
 - b) Background section
 - c) Research methodology
 - d) Abstract

4. Which of the following is an example of a tool that can be used in data analysis?
 - a) Ms Word
 - b) Ms Excel
 - c) Ms Access
 - d) Ms Power point
5. Which of the following is a policy implementer?
 - a) Government
 - b) Civil society groups
 - c) Families
 - d) None of the above
6. Which of the following is not a step of implementing?
 - a) Consultation
 - b) Do not make changes
 - c) Make to realistic
 - d) Be consistent
7. Which one of the following is not an assessment?
 - a) Ms Project
 - b) Policy implementation access tool
 - c) Report
 - d) None of the above
8. Demonstrate using examples the difference between primary and secondary data.
9. Justify the importance of data collection and analysis.
10. Explain the importance of social politics.
11. Using examples, illustrate the difference between qualitative and quantitative studies.
12. Demonstrate how you would carry out an indirect interview.

Oral Assessment

1. Implementation is defined as the carrying out or execution of a program that has been adopted; let's say you are charged with studying the implementation of a policy, how would you go about doing that?
2. Why is it important to carry out a social policy analysis?

Practical Assessment

You have been selected to be in charge of a team that should gather data among the Turkana people of Northern Kenya on the prevalence of early child marriages. Develop a sample questionnaire you would use.

3.3.4.4 Tools, Equipment, Supplies and Materials

- A functional office
- Stationery
- Filing equipment
- Text books/reference materials
- Policy documents
- Analytical Software

3.3.4.5 References



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Blakemore K, & Warwick Booth h (2013) Social Policy – An introduction: An
introduction McGraw –Hill Education UK.
Gray M, Midgely J, and Webb S.A (2012). The Sage Handbook of social work. Sage

3.3.5 Learning Outcome No 4: Evaluate social policy

3.3.5.1 Learning Activities

Learning Outcome No 4: Evaluate social policy		
 Learning Activities	Special Instructions	
4.1 Identify evaluation tools and methods as per organization policy	Illustrations	
4.2 Develop and implement evaluation tools as per organization policy	Demonstrations	
4.3 Collect and analyse Information as per organization policy	Discussions	
4.4 Prepare and share report as per organization policy		

3.3.5.2 Information Sheet No3/LO4: Evaluate social policy



Introduction

This learning outcome covers: Meaning of social policy evaluation, techniques of social policy evaluation and presentation of social policy evaluation results. The goal of this is basically to identify the strength and weakness, of a policy and determining how effective a policy is and its impact in an organization. Social policy evaluation is mainly done for the ultimate purpose of policy improvement towards effectiveness and efficiency.

Definition of key terms

Social policy evaluation: It is the process of critically and objectively examining the social policy in an attempt to improve its implementation and the probability of attaining its goals and objectives. It involves collection and analysis of relevant data which in turn help in making informed decision that will improve its effectiveness and efficiency.

Evaluation tools: These are instruments used in the systematic collection and analysis of data and facts available about social policy performed together with its impact.

Content/Procedures/Methods/Illustrations

4.1 Evaluation tools and methods are identified as per organization policy

How to identify evaluation tools and methods

- Affordability:** Find out how cost effective evaluation tools and methods are. Is organization able to afford and finance them?

- ii. **Technical ability:** Identify whether the organization has the human resource capital skilled in the use of those methods or tools. Establish whether it is necessary to outsource staff for the process.
- iii. **Consider timeline:** Organization have set timelines to carry out social policy evaluation. Consider the time factor and see whether the tools and methods you can choose are able to fit within the set timelines.

Characteristics of an effective evaluation tool

- Must give rise to useful data that is used for decision making within an organization
- Must capture the needs of the target audience
- An evaluation tool should be reliable enough to accomplish the purpose for which it was intended.
- An effective evaluation tool should be easy to use. This means that it should be easy to understand and interpret results.
- An evaluation tool should also be cost effective in that the cost should be relevantly fair so as to match an organizations budget meant for evaluation process.

Types of evaluation tools

- i. **Direct observation:** This involves watching the impact of a social policy as the evaluation process is in progress. -
- ii. **Surveys:** These refers to evaluation tools that collect data from a target audience using a set of structured questions. They can be done in various ways which include face to face, written questions on paper, by phone or through online platforms such as emails.
- iii. **Interviews:** Interviews are considered as one of the most personal means of research. They can be held one on one or via the phone. The advantage of doing interview is that feedback is immediate.
- iv. **Questionnaires:** These include a set of written questions. They can either be multiple choice questions or questions that demand a short answer. Questionnaires are one of the most effective means of data collection. Questionnaires have the advantage of being cost effective.
- v. **Focus groups:** This helps in enlisting people's experience. In order to gain valuable information a focus group should be well balanced.

Purpose of evaluation tools

- They provide organization with the necessary feedback to help improve the social policies or maintain the standard if it meets its objectives.
- Effective evaluation tools ensure that the whole process is transparent and lacks bias.

Evaluation method

This refers to the strategies put in place or similarly the criteria of finding out whether a social policy evaluation achieved its set goals and objectives.

Types of evaluation methods

- **Formative evaluation:** This refers to the method of evaluation that is done during the process. It identifies if there are any problem within the process in order to make the necessary changes. It also establishes whether the process is progressing well.
- **Summative evaluation:** This refers to the method that determines how effective the process was after its completion. The suggestion on improvement come at the very end of the process.
- **Process evaluation:** This refers to a method that follows up after the implementation process. Thus helps in identifying whether a certain social policy is meeting its goals and objectives. It is useful in determining the success or the failure of a policy.
- **Impact evaluation:** This is the method that is used to measure the long-term effectiveness and efficiency of a policy. It aims to establish whether goals and objectives are met after a long period of time. It is however expensive in comparison to other methods because it gives a more in-depth view of the results of a policy implementation.
- **Outcome evaluation:** This method basically concentrates on the short-term results of implementing a social policy. It helps in gauging the reception of social policy from its initial stages.

Purpose of effective evaluation methods

- When the right evaluation method is used, data collected and analysed is accurate and therefore useful conclusions and recommendation are made.
- Effective evaluation methods ensure that the entire process is beneficial and meets its objectives.

Factors to consider when choosing evaluation methods

- **The particular audience:** This includes gender, age, among other factors.
- **Needs of the particulars demographic:** What are the gaps in the policy that needs to be filled? An organization should make sure that the evaluation method will address the needs of the target audience.
- **Resources available:** This refers to the time allocated for the process as the budgetary allocation. The method should be cost effective or at least in line with an organization's available finances. It should also fit within the organization time frame.

4.2 Evaluation tools are developed and implemented as per organization policy

How to develop and implement Evaluation Tool

- i. Identify the objectives of the evaluation. This highlights what the evaluation process is meant to achieve the goals and objectives
- ii. Determine appropriate evaluation methods
- iii. Identify available sources of data. This helps in determining which tools would be more effective for a particular source.
- iv. Establish the timeline for gathering information, analysing and sharing the findings. Developing and implementing evaluation tools should work perfectly within an organization set time for the evaluation process.

Factors that determine the choice of evaluation tools

- Need of the target audience: An organization should be able to identify the needs and probably change the conditions that are in existence. The tools chosen should exhaustively collect the data on the needs of the identified demographic.
- Resources available: Some evaluation tools are more expensive than others. An organization will always choose a tool that won't strain its budget. The time allocated for the process can also influence the choice of evaluation tools. For some there is immediate feedback while for others responses may take time.
- Organization capacity: An organisation should assess its capability in terms of human resources. Are their people well skilled to carry out the evaluation using the specific tools? Before setting on an evaluation tool, the organisation should establish whether it's sufficiently equipped or may need to enhance its human capital.

Importance of developing and implementing evaluation tools as per organization policy

- It helps in understanding and meeting the needs of the target audience.
- It ensures that the designed objectives can be achieved and measured.
- There is effective monitoring of goals and objectives to establish whether they are met
- Reduces conflicts and biases among the people involved. Many times, conflicts of interest arise among people working together. Developing and implementing tools as per organization policy increases inclusivity and thus ensures people such as policy makers, managers or other relevant staff in a particular organization work together as a team.
- Teamwork ensures that the evaluation process is free from unnecessary interference and control and meets its objectives.

Challenges in developing and implementing evaluation

Tools as per organisation policy;

- **Financial constraints:** Finances are a major hindrance towards developing and implementing tools. Some tools may be useful but not cost effective therefore not fit in the organisations budget.
- **Inadequately skilled staff:** Each evaluation tool requires knowledge on how to develop and implement. An effective tool can only bring results if the human resource is knowledgeable on all the technical aspects of the tool.
- **Lack of technical support:** Sometimes the process of developing and implementing evaluation tools requires technical support especially in developing the design and framework mostly with tools such as questionnaires.

4.3 Information is collected and analysed as per organization policy

Information collection and analysis refers to the process of gathering information and using the results to answer questions mainly those that triggered the need to seek information.

Methods of information collection and analysing

- Telephone interview:** This refers to calling people each at a time and asking them a set of structured questions mainly from a questionnaire. The advantage with this method is that feedback is immediate thus takes less time.
- One on one interviews:** This method gives more comprehensive information as the interviewer can probe more.
- Email surveys:** This method involves sending an email to an interviewee with a set of questions that they are supposed to answer. It is relatively cheaper but it takes longer.
- Focus groups:** This is a situation whereby people are in discussion groups with the presence of a moderator and is effective in identifying the need of the target group as well as understanding their ideas and attitudes.
- Literature searches:** This refers to reviewing materials that are relevant to your subject. A lot of information about specific topics is usually readily available in newspapers, magazines, online journals, Internet Company report among others materials and may not be up to date.

Barriers to quality information collection and analysis

- **Inaccurate information-**sometimes the target audience may give information that is not accurate and therefore affect the entire process.
- **Sometimes the target audience may withhold information** that would have been important if revealed. This happens when the person feels the interview is an intrusion if their privacy.
- **Untimely information-**sometimes information gathered may not be up to date and therefore not useful in making up to date information. This may happen when other materials are used for reference. Updated information may not be available.

4.4 Report is prepared and shared as per organization policy

Introduction

A report is a document prepared which basically gives insight about the results, facts discovered and their interpretation as well as an outline of conclusion and possible recommendation.

How to prepare and share reports within an organization:

- i. Define the reason why you are writing the report
- ii. Use headings and subheadings when preparing a report
- iii. Analyse all the data collected through research
- iv. Arrange your information in a manner that is easy to follow and understand
- v. Make sure that you have records which you can use to defend your conclusions in case need arises

Ways of sharing reports within an organization

- **Emails:** An organization may use personal emails to share reports within an organization. This is the most personalized way of sharing information
- **Websites:** An organization may also post a report on their website. This reaches a wider audience both within and outside it. It can also act as an effective marketing tool
- **Audio visuals:** These are more appealing and attract readers. As the technology is evolving people are shifting more towards visually represented information. An organization can take advantage and use this method.
- **Newsletters:** Organizations can include reports or a highlight of it in a newsletter. This will increase awareness among people in the organization. It also captures people within and outside an organization.

Components of a report

- i. **Title or header:** The title is usually clear and concise. It includes the name of the author, the date that it was prepared among other important details.
- ii. **Executive summary:** This is a brief summary of what the report is all about.
- iii. **Table of contents:** This includes an outline of the contents of the report and their respective paginations.
- iv. **Introductory remarks:** This introduces the purpose and target of the evaluation.
- v. **Scope:** this answers the question on what the evaluation covered.
- vi. **Resources and method:** Are the tools and techniques used in the evaluation process.
- vii. **Summary:** This is basically the findings and conclusion
- viii. **Recommendation**
- ix. **References:** This outlines other source of information that the author has used.

Purpose of a good report

- A good report shares the findings of a research in an easily understood manner.
- Through the outlined finding an organisation is able to understand the success and failures of its social policy.

Characteristics of a good report

- **Conscience and clear:** The report should be able to clearly bring out the purpose for which the evaluation was done.
- **Free of grammatical errors:** The spelling, punctuations and the flow of grammar should be correct.
- **Relevant information:** The report should include all the relevant information from the evaluation. Omission should be avoided when preparing a report.
- **Accuracy:** The facts presented should be accurate.
- **Simple language:** The language used in the report should be easy to understand.
- **Unbiased possible recommendations:** A good report should incorporate recommendation derived from the evaluation process and not personal options from the writer.
- **Timeliness:** The report should be prepared and presented within a set timeline. A delayed report may not meet the purpose for which it was intended.

Conclusion

This learning outcome covered: Meaning of social policy evaluation, techniques of social policy evaluation techniques of social policy evaluation. The aim of social policy evaluation is to determine the importance, impact, as well as the effectiveness of a policy. Social policy evaluation is done using information based on facts. It must be credible and reliable information.

Further Reading



1. Read more on identification of evaluation tools and methods in; social work evaluation: Enhancing what we do. James Dudley (2020)
2. Study more on innovation by Patton M. Q (2020). Development evaluation: Applying complexity concepts to enhance innovation and use New York. The Gunic Ford Press.

3.3.5.3 Self-Assessment



Written Assessment

1. Justify why a government would be involved in a policy problem.
 - a) Failure in the market
 - b) Referendum
 - c) Voting
2. The first step in the policy process model is called?
 - a) Policy evaluation
 - b) Setting of the agenda
 - c) Policy formulation
 - d) Policy implementation
3. Select the best known government tool in public policy?
 - a) Education
 - b) Regulation
 - c) National budget
 - d) Development money
4. Which one of the following is not involved in the policy process?
 - a) Policy evaluation
 - b) Identification of a need
 - c) Agenda setting
 - d) Policy in put
5. Which of the following elements is not necessary in social policy evaluation?
 - a) Good report
 - b) Evaluation tools and methods
 - c) Good data
 - d) Big office space
6. Identify a barrier towards a successful evaluation process?
 - a) Good report
 - b) Well analysed data
 - c) Uncooperative stake holders
 - d) Good evaluation tools and methods
7. One of the following is not an evaluation tool which is it?
 - a) Questionnaire
 - b) Interviews
 - c) Surveys
 - d) Microeconomic evaluation by impacts
8. Explain the standards of a good social evaluation process.
9. Illustrate three social policy evaluation tools.
10. Examine three social policy evaluation methods.
11. Give a brief description of the qualities of data used in the evaluation process.

12. Analyse the elements of a good social evaluation report.

Oral Assessment

1. Name the barriers of a good social evaluation process.
2. What does a good social policy evaluation report look like?

Case study

The government is reviewing the social policy on social protection

- a) Develop a plan on how to evaluate the policy
- b) Analyse the strength and weaknesses of the policy
- c) Propose measures to be adopted in the review

3.3.5.4 Tools, Equipment, Supplies and Materials

- A functional office
- Stationery
- Filing equipment
- Text books/reference materials
- Policy documents
- Policy evaluation tools

3.3.5.5 References



James Dudley R (2020). Social Work Evaluation, Enhancing What We 3rd Ed. Oxford University press.

Mattessich. P. W (2003), The Managers Guide to Program Evaluation Planning Contracting, And Managing for Useful Results. St.Paul, M N: H. Winder Foundation

Patton. M.Q. (2008). Utilization Focused Evaluation (4thed)

Patton. M.Q. (2010). Development Evaluation; Applying Complexity Concepts to Enhance Innovation and Use. New York. The Guit Ford Press.

3.3.6 Learning Outcome No 5: Manage social welfare services

3.3.6.1 Learning Activities

Learning Outcome No 5: Manage social welfare services		
 Learning Activities	Special Instructions	
5.1 Prepare and implement adequate logistical plan as per organization policy	Discussions	
5.2 Implement social welfare services plan as per organization policy	Question and answers sessions	
5.3 Monitor social welfare services plan as per organization policy	Role plays	
5.4 Evaluate social welfare activities as per organization policy	Giving assignments	
5.5 Prepare and share evaluation report as per organization policy	Field work	
5.6 Identify recommendations as per the evaluation report		

3.3.6.2 Information Sheet No3/LO5: Manage social welfare services



Introduction

This learning outcome covers: Identification of the nature, scope and utility of public administration, how social welfare services are implemented, monitored and evaluated as per organization policy, how evaluation report is prepared and shared as per organization policy and the recommendations identified as the per the evaluation report.

Definition of key terms

Logistical plan: This is the detailed organization and implementation of a complex operation.

Social welfare service: Is a group of systems that provide assistance to individuals and families through programs such as health care, housing assistance, childcare assistance and food stamps. These benefits to an individual vary by state.

Organization policy: General statements on how to do a task and to behave in an organization.

Evaluation report: Is a document which reports the results, findings or recommendations derived through an evaluation whereby it gives an executive summary of points covered by evaluation.

Content/Procedures/Methods/Illustrations

5.1 Recommendations are identified as per the evaluation report

The recommendations are issued principally in support of the implementation, evaluation, development and management of social welfare services like child welfare services. Social workers should know their caseload well and be able to prioritize themselves. This will help one to see things that has to be done immediately.

The need to have recommendations in this study is;

- Have better social services,
- Manage social service agencies
- Have a workable social security, education, and health and law enforcement.

Some services are recommended so as to;

- Manage social welfare such as income support or material aid,
- Institutional placement in home health services,
- Good child protection activities.

Strategies to strengthen the social service include:

- Increasing the understanding of the role and function of the social welfare service workforce.
- Increasing the understanding of the composition of the workforce and the key actors that constitute the management of social welfare services.
- Recommending evidence based strategies and interventions for strengthening the social welfare service in short, medium and long term.
- Highlighting the specific role that actors involved in these services or the stake holders involved like the NGO's, UN or UNICEF can play in strengthening the social welfare service workforce at the regional and national levels.
- Strengthening country level, regional and global monitoring for measuring progress and strengthening the social welfare service workforce and its impacts and response services.
- Inventions of specific interventions that focus on enhancing the capacity of the workforce to deliver a workable welfare services.

5.2 Adequate logistical plan is prepared and implemented as per organization policy

How to prepare a logistical plan

- i. Define the services that you offer (What your programs/project are all about)
- ii. Determining the target group (The audience or recipient of the action)
- iii. Articulate your value proposition (what makes your services stand out)
- iv. Establish a clear perspective and matching budget (money to be spent)
- v. Proper channel of communication (How to pass the message to the affected groups)

How to implement a logistic plan

- i. Have a proper plan
- ii. Adoption of automation(technology)to increase efficiency and wider spread of information across the globe
- iii. Promotion of value relations (invest in proper training of employees through workshops and hiring of personnel with impeccable interpersonal skills crucial for the work. This ensures everyone is perfect in the respective field of work increasing efficiency and satisfaction of the clients.
- iv. Efficient transportation
- v. Have enough funds
- vi. Availability of resources

5.3 Social welfare services plan is implemented as per organization policy

According to the Kenyan constitution chapter 15 on the commissions and independent offices recognizes the Kenya National Human Rights and Equality Commission to deal with the social welfare services.

How to implement Social Welfare

- Availability of resources
- Adequate work force
- Efficient transportation
- Implementation of policies kept in place by government

A person shall not be denied emergency medical treatment. The state shall provide appropriate social security to persons who are unable to support themselves and their dependents. Social workers are often directly involved with the implementation of some programs working in a variety of capacities within and outside of implementing agencies. Social workers play key roles in shaping how services are ultimately delivered. Social workers can contribute to this body of research by sharing their experiences and insights into the implementation process. Implementation helps social works whether employed as an agency bureaucrat or staff an information base for advocacy.

5.4 Social welfare services plan is monitored as per organization policy

Monitoring is the periodic oversight of the implementation of an activity which seeks to establish the extent to which input deliveries, work schedules, other required actions and targeted outputs are proceeding according to plan.

How is social welfare services plan monitored?

- i. Having frequent field visits to check on progress
- ii. Holding of constant meetings with the social works to get their progress
- iii. Holding forums with the affected groups to get their feedbacks
- iv. General observation of the situation
- v. Comparison of previous data with the current condition/ situation

Importance of monitoring

- It collected to be used in making decisions for improving program performance. It may be positive or negative.
- It involves giving feedback about the progress and problems of this program to the key principals like government, donors, implementers and beneficiaries.

How Social Welfare activities are evaluated

- Use of multiple outcome measures. This entails recognising that programs involves various stakeholders, thus the need to use multiple outcome measures that reflect diversity of interests.
- Opening of 'black box'. This entails a thorough understanding of the experience of participant from the moment of contact selection and enrolment into the program and trajectories experienced as they undergo program.
- Multi-data collection methods: this include direct observation, focus groups, participants' surveys, interviews. All this give information which are analysed to help make appropriate choices.

How to share information

- List the evaluation audience-beneficiaries of the information
- Identify the types of information that are useful to each audience
- Identify strategies to reach each audience

5.5 Social welfare activities are means to assess as per organization policy

Evaluation links inputs and activities to the most important outcomes through the objective and systematic assessment of the program's impacts. Around the world, government committed to social welfare services are building evaluation mechanisms into their institutional frameworks for social protection design and implementation.

5.6 Evaluation report is prepared and shared as per organization policy

On the evaluation report, it is prepared in that:

- One must think of the purpose of the report according to our subject or learning outcome,
- To gather the most important details of the evaluation to be included in the report,
- You must be conversant/know your/ with audience of your report and here is the people who are concerned with social welfare services.
- Divide the report into different sections according to the preparation,
- Write in a clear manner and lastly proof-read your report before sharing.

NOTE: Before sharing information, it is important to realize there is a procedure to be followed from the authority to approve and finally sharing.

Conclusion

This learning outcome covered: Identification of the nature, scope and utility of public administration, how social welfare services are implemented, monitored and evaluated as per organization policy, how evaluation report is prepared and shared as per organization policy and the recommendations identified as the per the evaluation report.

Further Reading



1. The learner should read on social welfare evaluation activities from Devereuxs (2004), Transformative social protection
2. Bill of rights from the Kenyan Constitution(2010)

3.3.6.3 Self-Assessment



Written Assessment

1. Which of the following programs was the first to offer cash assistance to needy families?
 - a) Aid to families with dependent children
 - b) Temporary assistance to needy families
 - c) Supplemental Nutrition Assistance Program
 - d) Children's health insurance plan
2. Social workers practice under all of the following EXCEPT?
 - a) Public
 - b) Not for profit
 - c) Profit
 - d) Media
3. Social welfare policies and programs reflect all of the following EXCEPT?
 - a) Public opinion
 - b) Political Referendum
 - c) Power Alliances
 - d) Competing Values held by different interest groups
4. Evaluation and monitoring of quantitative data documenting the prevalence and incidence of social problems come from which discipline?
 - a) Biology
 - b) Psychology
 - c) Sociology
 - d) Political Science

5. Social justice refers to all of the following EXCEPT?
 - a) Egalitarianism
 - b) An ideal system of government
 - c) An ideal system of economic production and distribution
 - d) Freedom from discrimination and oppression
6. Social institutions do all of the following EXCEPT?
 - a) Organize work and production
 - b) Set norms for reproduction, socialization and social control.
 - c) Oversee the exchange and distribution of resource.
 - d) Regulate civil and political rights and responsibilities.
7. The desired end goals of social politics can be found in?
 - a) An agency's operational manual
 - b) An agency's organizational structure
 - c) An agency's mission statement
 - d) An agency's catchment area
8. Discuss the values of social workers?
9. Social welfare policies are part of public policies Discuss.
10. Define the term social welfare.
11. Examine the effect of social welfare services on people.
12. Differentiate between public administrations and good management

Oral Assessment

1. Summarize characteristics of a good social welfare services.
2. Justify the importance of managing social welfare policies

Project Assessment

Write a project proposed on," How public participation influences social welfare services."

3.3.6.4 Tools, Equipment, Supplies and Materials

- A functional office
- Learning materials like textbook, reference materials
- Policy documents like constitution of Kenya
- Stationery
- Projector
- Laptop and a smartphone

3.3.6.5 References



Devereux, S and R. Sabates – Wheeler (2004), “Transformative Social Protection”, IDS Working Paper 232.

Garbarino, S and J. Holland (2009), “Quantitative and Qualitative Methods in Impact Evaluation and Measuring Results”, Issues Paper, Social Development Direct London.

Karger, H.J and Stoesz, D (2005). American Social Welfare Policy: A Pluralistic Approach, New York: Pearson, Allyn and Bacon.

UNDP (2009), Handbook on Planning, Monitoring And Evaluating For Development Results, New York.

3.3.7 Learning Outcome No 6: Document social policy

3.3.7.1 Learning Activities

Learning Outcome No 6: Document social policy		
	Learning Activities	Special Instructions
	6.1 Identify components of a documentation plan as per the needs of the organization 6.2 Identify methods of keeping records as per the needs of the organization 6.3 Identify and avail documentation tools as per organization policy 6.4 Implement documentation plan as per organization policy 6.5 Carry out regular review of the plan as per organization policy	Group Discussions Use of software in record keeping

3.3.7.2 Information Sheet No3/LO6: Document social policy



Introduction

This learning outcome covers: Identification of components of a documentation policy and its compilation, identification methods of keeping documents. Availability of documentation tools for security, safety of documents and their retrieval and retention: and implementation and regular review of the documentation plan as per organization policy.

Definition of key terms

Documentation tools: Is a programing generator software, documentation intended for programmers or and users or both, from a set of source code file, and in some cases binary files. It aims to make it easy to create assessment wizard for goal driven activities.

Documentation plan: A document that outlines procedures and processes of how certain activities will be carried out.

Social policy: It refers to a set of rules that govern the society to bring order.

Record keeping: Is the process of the organizing and storing information throughout its life cycle from the time of creation to its eventual disposition.

6.2 Components of a documentation plan are identified as per the needs of the organization

A document plan is a document developed by an organization's technical writers that outlines how certain work activities will be carried out in order to achieve the set goals and objectives. It assists in structuring all procedures and processes to be undertaken within the activities and grant everyone easy access to required information. A documentation plan includes various elements. Most organizations include the following components in a documentation plan:

- Name of the project
- Scope, goals and objectives. (introduction)
- History or revision log. Offers a detailed content plan.
- Risk factors. Outlines all dependencies of the plan such as the impact and probability, control measures and resources availability.
- Review process. Mentions all stakeholders and their contacts.
- Features of the product.
- Specification of the product. Contains control tools, template used and general presentation (hard or soft copy).
- Time estimates schedules.

The documentation plan is important due to the following:

- It allows the content development team to produce a document that aligns with the overall organizations' goals.
- Allows to estimate the project framework and resources required to complete the project.
- Assists to ensure all deliverables are understandable, complete, accurate and usable by the target audience.

A documentation policy is an approved set of guidelines that is part of the wider documentation plan that ensures a document adheres to the standard principles and procedures. A documentation policy is important as it:

- Enables the team to develop the documentation plan.
- Ensures the project complies with national and international legislation.
- Helps in problem solving.
- Guiding the daily working activities.

Steps in compiling policy documents

- i. **Need identification:** Outlines the problem that intends to be solved in the policy.
- ii. **Agenda setting building:** The problem identified needs to be tackled in what ways by the policy. For example, a rise in crime rates will become an issue to the areas' policy makers on how to curb that specific problem.

- iii. **Policy formulation:** It involves producing and developing an approach to solve the identified problem.
- iv. **Implementation:** Carrying out or using the policy is done at this level. Often, done by a different institution to the one that formulated and adopted the policy.
- v. **Evaluation:** It involves regular check-ups on how the project is working. A cost benefit analysis may be conducted.

6.2 Methods of keeping records are identified as per the needs of the organization

Record keeping involves maintenance and storage of history of a person or organizations activities and data in files, ledgers or journals.

Some of the most significant types of records kept are:

- Accounting/financial records
- Property records
- Maps
- Plans
- Material papers
- Correspondence legal papers
- Manuscripts

There are five steps that assist in acquiring a good record keeping method. These steps include:

- i. Capture information. What type of information is it?
- ii. Check. Is the information complete and accurate?
- iii. Record. How dynamic is the system?
- iv. Review. How accessible is it?
- v. Act. What can you collect from it?

The methods of keeping records are generally classified into two, that is, manually and automatically. This can be improved by;

- **Reorganizing storage.** Use network that ease how you create, amend, store, secure, achieve and retrieve records enhancing knowledge sharing.
- **Access controls.** Mitigates the potential of alteration or theft or deletion. Limits the number of people who can access the record, that is., imposing restrictions and security clearance, for example passwords and locks.
- **Naming conventions and version rules.** The main identifier of any document or record is its name, thus those that are named coherently are easier to manage. A document should be named according to description, type and version number.
- **Disposal management and data cleansing.** Removal of records that are no longer needed in paramount, therefore it should be safe and secure to curb it from falling into unwanted hands. Regular housekeeping should be conducted in order to dispose records that are no longer having any continuing value.

- **Useful resources.** Involve use of guidelines developed by other organizations in a bid to improve yours. It entails referencing to achieve the best possible outcome.

Importance of keeping records

- Preparation of the financial statement and accounting.
- Monitoring and evaluation
- Helps in management of accounts, taxes, costs, interests and profits.
- Conceptualizing and strategies.
- Assist in decision making and problem solving.
- Keeping track of customers, their services and feedback.
- Helps in rating employee's efficiency.
- Monitor organizations growth in relation to trends and competitors.
- Ensure compliance with regulatory and legal requirements.

6.4 Documentation tools are identified and availed as per organization policy

Documentation tools are equipment and substances used in the creation, storage and retrieval of documentations. They are used to produce and create documents. With the technological advancements and emerging trends, documentation tools have evolved from manual to the commonly used digital, that is, use of software.

Documentation tools are important in an organization in the following ways;

- They help in assuring continuity of care.
- Assist in easy retrieval and retention of information.
- They ensure all records are properly stored and secured.
- Help track source and development of a problem.
- Assist in decision making and problem solving.
- Carrying out monitoring and evaluation.
- Risk management.
-

Characteristics of a good documentation tool.

- **Flexible:** A good documentation tool needs to be easily altered without affecting its general overview.
- **Cross referencing:** Makes it easy to search for a record as all aspects of its name and coding is featured in.
- **All inclusive:** All parameters are covered such as text, numeric etc.
- **Proof reading:** Any errors or mistakes are highlighted for correction.

All software documents can be divided into two:

- **Product documentation:** Refers to documents produced through production, development and maintenance, for example, project documentation. (Test schedule, reports, project plans and standards.

- **Process documentation:** Describes items being produced and processes, instructions on how to do varying tasks.
- **System documentation:** Describe the system and its parts.
- **User documentation:** Covers the end user for example; user manual.

Examples of software documentation tools include: markdown pad, IA writer, Ms. Word, Simple MDE, Dropbox Paper, Tetra and Apiary.

6.4 Documentation plan is implemented as per organization policy

An implementation strategy is the process of bringing a documentation plan in action. The execution of a development plan is achieved through it.

There is no single correct way to conduct an implementation as the steps to be undertaken will depend on the specific plan to be implemented. It may also be dependent on the organization specifications. Implementation of the documentation plan is important as it determines the project's success by transforming the plan into action in order to achieve the set objective and goals.

It is necessary in order to conduct a proper monitoring and evaluation of the project. Implementation bridges the gap between theory and practice hence the plan can be tested on real life situations. It also helps in planning the changes and adaptations (mitigation measures) rather than reacting to problems (control measures/treatment).

Components of an implementation strategy:

- A clear definition of the goals and objectives.
- Timeframe, that is scheduled milestone.
- Allocation of necessary resources.
- Distribution of responsibilities.
- Metrics of success are defined.
- Developing mitigation and adaptation measures.
- Monitoring and evaluation.

How to write an implementation strategy

- i. Introduction
- ii. Overview of the management.
- iii. Listing of tasks
- iv. Time frame scheduling
- v. Resources allocation
- vi. Attaching any other relevant document
- vii. Monitoring and evaluation
- viii. References
- ix. Approval of plan implementation

6.5 Regular review of the plan is carried out as per organization policy

A review can also be categorized under monitoring and evaluation. It involves a total outlook of the documentation plan and helps to check whether or not one is on track towards achieving the set goals/objectives.

Reports and plans are used to review the progress hence an appropriate record and documentation is prepared so that progress can be assessed. The things decided on as measures will give an indication of how far the goals are met hence given as performance measures or indicators.

When doing a review, one should:

- Ensure the activities are within the set parameters.
- Ensure the activities are in line with the organizations' policy.
- Ensure the indicators are relevant to the activities.

Steps followed when conducting a review of the plan.

- i. Analyse each element of the plan. Is the plan still valid?
- ii. Analyse details of the plan. The details include the objectives, goals, performance indicators and initiatives.
- iii. Improve on the reports and records kept.
- iv. Communicate any changes made.

Importance of carrying out a review of the plan.

- A review helps in problem identification and solving.
- It acts as reference point for others.
- Helps to check whether the plan is on track.
- It assists in knowing the resources required.
- Helps to know what changes to make in order to make the documentation plan better.

Conclusion

This learning outcome covered: Identification of components of a documentation policy and its compilation, identification methods of keeping documents. Availability of documentation tools for security, safety of documents and their retrieval and retention: and implementation and regular review of the documentation plan as per organization policy.

Further Reading



1. Read on social policy formulation by Umi Asma' Mukhtar and Zaiyah Mohammed Yusuf. (2017). Records classification: Concepts, principles and methods. Malaysia: Chandas Publishing

3.3.7.3 Self-Assessment



Written Assessment

1. Which is not a component of a documentation tool?
 - a) Introduction
 - b) Review
 - c) Risk factors
 - d) Conclusion
2. A documentation policy is an approved set of guidelines?
 - a) True
 - b) False
3. Which of the following is the odd one out?
 - a) Agenda setting
 - b) Conclusion
 - c) Evaluation
 - d) Policy adoption
4. Which one is not a procedure for record keeping?
 - a) Formulation
 - b) Adoption
 - c) Review
 - d) Conceptualization
5. Which is not a classification of record keeping?
 - a) Manual
 - b) Electronic
 - c) Software
6. Software documentation tools are vast, which of the following is not?
 - a) Dropbox
 - b) IA writer
 - c) Tetra
 - d) Windows player
7. Which is not a step in writing an implementation strategy?
 - a) Introduction
 - b) Reference
 - c) Monitoring
 - d) Metrics
8. Define the term social policy.
9. Examine the characteristics of a good documentation tool.
10. Evaluate the importance of divisions in software documentation strategy.
11. Describe the steps used in compiling a policy document.
12. Explain the components of an implementation strategy.

Oral Assessment

1. Why do we carry out regular review of the plan?
2. Name five importance of keeping documents.

Practical Assessment

Formulate a documentation plan on child protection policy.

3.3.7.4 Tools, Equipment, Supplies and Materials

- Stationery
- Filing equipment
- Text books/reference materials
- Policy documents
- Computers
- Software documentation tools

3.3.7.5 References



Annie E (2003). Process Documentation, Baltimore: Casey Foundation

Glenn E. Wiggins. (2009) a manual of Construction Documentation: An Illustrated Guide to Preparing Construction Drawings. Google books.

Mukhtar and Yusuf. (2017). Records Classification: Concepts, Principles and Methods. Malaysia: Chandas Publishing.

CHAPTER 4: PSYCHO SOCIAL SUPPORT

4.1 Introduction of the Unit of Learning/Unit of Competency

Psycho social support is a unit of competency offered in TVET level 6 Social Work and Community Development course qualification. This unit covers the competencies required to perform psycho social support. It involves conducting psycho social support intake session, conducting psycho social support problem exploration, analysing psycho social support problem and developing psycho social support action plan. It also entails conducting psycho social support follow up, conducting psycho social support action, terminating counselling activity and maintaining counselling records. The Significance of psycho social support to TVET level 6 Social Work and Community Development curriculum is to equip the learner with knowledge and skills to demonstrate presentation, interpersonal relations, self-awareness, report writing, critical thinking, teamwork and decision making so as to fit well or relate well in the job place.

The critical aspect of competency to be covered include; demonstrated ability to come up with a healthy working relationship with a client, to set and prepare a psycho social support contract, explore and identify the challenges facing a client, identify, select and apply theories and approaches to counselling, conduct counselling sessions and reviewing the client's progress. The basic resources required include a functional office and fully equipped simulated operator's training office.

The unit of competency covers eight learning outcomes. Each of the learning outcome presents; learning activities that covers performance criteria statements, thus creating trainee's an opportunity to demonstrate competencies stipulated in the occupational standards and content in curriculum. Information sheet provides; definition of key terms, content and illustration to guide in training. The competency may be assessed through written test, demonstration, practical assignment, interview/oral questioning and case study. Self-assessment is provided at the end of each learning outcome. Holistic assessment with other units relevant to the industry sector workplace and job role is recommended.

4.2 Performance Standard

Conduct Psycho social support intake session, psycho social support problem exploration, analyse psychosocial support problem, psychosocial support action plan, psychosocial support follow-up, conduct the action stage, terminate counselling activity, referral, maintain counselling coded records as per the needs of the client and organization policy

4.3 Learning Outcomes

4.3.1 List of Learning Outcomes

- a) Conduct Psycho social support intake session
- b) Psycho social support problem exploration
- c) Analyse psychosocial support problem
- d) Psychosocial support Action plan
- e) Psychosocial support follow-up
- f) Conduct the action stage
- g) Terminate counselling activity
- h) Referral
- i) Maintain counselling coded records

4.3.2 Learning Outcome No 1: Conduct Psychosocial support intake session

4.3.2.1 Learning Activities

Learning Outcome No 1: Conduct Psychosocial support intake session	
 Learning Activities	Special Instructions
1.1 Healthy working relationship is established as per organization policy 1.2 Climate setting is done as per the needs of the client 1.3 The psychosocial support contract is prepared as per national standards in counselling	Field practice

4.3.2.2 Information Sheet No4/Lo1: Conduct Psychosocial support intake session.



Introduction to learning outcome

This learning outcome covers: The meaning and importance of psychosocial support, the basic counselling skills and behavioural/humanistic theories. It also establishes professional and ethical issues in psychosocial support and healthy working relationships, the intake session and preparation of the psychosocial support contract.

Definition of key terms

Psychosocial support: Is a support system that helps individuals and communities to heal the psychological wounds and help them re-build their social structures/life after a critical event. It may include mental health counselling, group support education and many other such services.

Contract: Is a written or spoken agreement or arrangement that is intended to be enforced by law. The agreement usually involves exchange of goods and services money or promises.

Psychosocial support contract: Is an agreement between a social worker or counsellor with the individuals affected by either an emergency situation or a critical event.

Content/Procedures/Methods/Illustrations

4.1 Healthy working relationship is established as per organization policy

A healthy working relationship is when two or more people in a working environment develop a connection based on mutual respect honest and trust. Important healthy working relationship keys that make a job more enjoyable include; team work, trust communication and respect.

Ways of creating a healthy working environment is by:

- Creating more space in the place of work
- Keeping the team connected by hosting team building activities
- Promoting wellness by putting in place policies that promote human health
- Having fair employee policy
- Having break sessions to improve efficiency

Importance of a healthy working environment

- It helps in tapping into the talents of the employees and it inspires creativity.
- It helps promote the employees loyalty
- It helps the employees develop the right attitude
- It encourages risk taking
- It increases productivity

4.2 Climate setting is done as per the needs of the client

Climate setting is involvement of activities done to ensure that a planned activity goes on well at that particular moment. The activities may include knowing each of other, setting of expectations, norms and trust building. In counselling, the environment should be set suitable for the counselling sessions

Ways of creating a climate setting:

- The goal of the activity should be realistic and flexible.
- Determining the objectives and plans for action.
- Brainstorming of goals and objectives
- Team spirit

4.3 The psychosocial support contract is prepared as per national standards in counselling.

The contract is prepared using the standards or code of ethics in counselling, based on the behavioural theories. The theories help the affected individuals heal from their past traumatic time in their live. It also helps in re-structuring their live again.

The contract should include the following code of ethics

- Confidentiality and maintenance of records and recording of sessions.
- Respect to the right and dignity of the client.
- Professionally maintain the relationship with the client
- Promotion of integrity.

Skills used by counsellors in counselling include:

- a) **Listening and observing:** This can be done in three ways that is
- **Attending:** The counsellor is physically there for the client while giving undivided attention and observing the clients body language. This shows that you care for the client.
 - **Active listening:** The counsellor listens with all your senses actively. It involves listening with your body eyes ears and mouth.
 - **Verbal listening:** The counsellor shows that he/she is listening by use of words they use like 'yes' 'go on'. This encourages the client to open up.
- b) **Empathy:** This is putting yourself into somebody else's shoes. It is more than sympathy since it understanding the clients feeling in the surrounding environment.
- c) **Counsellor self-disclosure:** It is a tricky skill but the therapist can share their own experience in accordance with the situation to help relate with the client
- d) **Genuine:** Being genuine is important as every therapist has their own counselling techniques.
- e) **Unconditional positive regard:** This is the idea of accepting your clients the way they are. It is a way of expressing warmth and respect

The psychosocial theories may include:

- **The Psychoanalytic theory of personality by Sigmund Freud**

Sigmund believes that the id, ego and super ego comprise of a person personality. Psychoanalysis theory helps in releasing emotions and experiences. The therapy is commonly used to treat depression and anxiety.

Id: According to Freud this the unconscious part that seeks pleasure and immediate satisfaction. He states that some people are controlled by the 'id' thus leading them to engage in a need satisfying behaviour without the accordance of either it is right or wrong.

Ego: The ego brings and maintains realistic senses here on earth and it is responsible for creating a balance between pleasure and pain. It brings a balance out of the desires originating from the 'id' and the reality principle is what Ego operates so as to satisfy the id's demand.

Super Ego: It is developed around age four or five. It allows the mind to control its impulses that are looked down morally. It incorporates the moral of the society. It is also considered as consciousness which overrides the drives of the Id.

- **Cognitive theory:** This theory focuses on changes in how people think over time and people thoughts shape our attitudes beliefs and behaviour. It emphasises on the importance of observational learning.

- **Behavioural theory:** The theory emphasizes on the study of observable behaviour though restricted to the pattern traits of an individual based from the past. It is divided into three learning approaches
- **Classical conditioning theory:** This is attributed to Ivan Pavlov who focused on the individual responses after stimulation in the environment. Ivan did a research using dogs whereby he used to ring a bell to call the dogs to feed them. The dogs were used to the bell such that when he rang the bell the dogs would come salivating. The bell originally a neutral stimulus became a signal for food thus bringing salivation similar to the presentation of food.
- **Operant conditioning theory (B.F Skinner):** It states that the effects of environmental contingencies such as rewards or reinforcement and punishment on the frequency of the behaviour. It emphasizes that a behaviour followed with a satisfying state of affairs is more likely to happen. Operant conditioning can be used to develop a more complex behaviour through a process called shaping. Shaping Involves reinforcement of successive approximations of a complex target behaviour. The theory states that behaviour can be shaped by a variety of consequences. The consequences can be administered by another person for example a parent, a teacher or a boss.

Conclusion

The learning outcome covered: The meaning and importance of psychosocial support, the basic counselling skills and behavioural/humanistic theories. It also establishes professional and ethical issues in psychosocial support and healthy working relationships, the intake session and preparation of the psychosocial support contract.

Further Reading



1. Read more on cognitive psychology from Cognitive Psychology A student Handbook 8th Edition Keane (2020)
2. Study further on applied psychology by Bandura(2009)

4.3.2.3 Self-Assessment



Written Assessment

1. Which of the following is not correct in counselling skills?
 - a) Listening and using non-verbal expression
 - b) Showing empathy
 - c) Showing sympathy
 - d) Genuine
2. The following entails the details in a counselling contract, which one is not?
 - a) Maintain confidentiality
 - b) Respect the dignity of the client
 - c) Promote integrity
 - d) Have a casual chat with the client
3. How do you set a conducive climate setting in counselling?
 - a) Determining the objectives and plans for action.
 - b) Brainstorming of goals objectives
 - c) Team spirit
 - d) Story telling.
4. How does the super ego help in the personality of an individual?
 - a) It helps the Id achieve its desires
 - b) Collaborates with the Id
 - c) It allows the mind to control its impulses in what that looks morally upright.
 - d) It helps bring a balance between pleasure and pain
5. Which one of the following is not a behavioural theory?
 - a) Operant conditioning
 - b) Classical conditioning
 - c) Cognitive theory
 - d) Skinner personality theory
6. The following are the ways you can improve a healthy working environment, **EXCEPT?**
 - a) Talking in a rude way
 - b) Keeping the team connected
 - c) Promote wellness
 - d) Fair employee policy
7. What is the importance of a healthy working condition?
 - a) Helps the office to be tidy and clean
 - b) It encourages risk taking.
 - c) It increases productivity
 - d) It helps in tapping into the talents of the employees and it inspires creativity
8. Discuss the basic skills needed in counselling.
9. Demonstrate the psychosocial support process.

10. Analyse the importance of psychosocial support in an organisation.
11. Evaluate the importance of a healthy working relationship in an organization.
12. Elaborate the psycho-analysis theory in reference with an individual personality.

Oral Assessment

1. State the importance of climate setting in counselling.
2. Discuss how to create a good healthy working environment.

Case Study Assessment

In a counselling set-up a client comes with anxiety issues and is a victim of gender based violence. Discuss the process you as the counsellor will take her through to help her deal with her anxiety.

4.3.2.4 Tools, Equipment, Supplies and Materials

- A functional office
- Tables
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders
- Suitable counselling room/environment

4.3.2.5 References



- Dweck, C. S. (2006). *Mindset: The new psychology of success*. New York: Random House
- Gerald F, Poole, Julia C, Latoumeaw Nicole, (2013). *Psychomatic Medicine*
- Rasmussen, P. R. (2005). *Personality-guided cognitive-behavioural therapy*. Washington, DC: American Psychological Association.
- Michael W Eyschck and Mark T keane (2020) *Cognitive Psychology A Student Handbook 8h Edition*, Psychology Press.

4.3.3 Learning Outcome No 2: Psychosocial support problem exploration

4.3.3.1 Learning Activities

Learning Outcome No 2: Psychosocial support exploration.		
	Learning Activities	Special Instructions
	2.1 Exploration of client experiences as per SOPs 2.2 Identification of challenges facing the client based on the experience 2.3 Take session notes based on the client experience	Group discussions Case studies

4.3.3.2 Information Sheet No4/LO2: Psychosocial support problem exploration



Introduction

The learning outcome seeks to explore the clients' experience, identification of the challenges facing the clients based on the experience and taking of social notes.

Definition of key terms

Client experience: It is a direct encounter with events or occurrences where a patient feels their outlook and actions were impacted from such events.

Psychological supports: Help offered to individuals and societies to heal from wounds that are mostly psychological and to rebuild their social lives and structures after the occurrence of a critical life event. The ultimate goal of psychological support is to assist individual's transit from being passive victims to active survivors.

Client challenges: These are problems that a person seeking care experiences which attest their current mental and physical state. Such challenges can include problems such as Post-traumatic stress, depression, self-harm, childhood abuse, eating difficulties, and drug and alcohol abuse among others.

Content/Procedures/Methods/Illustrations

2.1 Clients experiences are explored as per SOPs

Standard operating procedures require that social workers use certain logical steps to help in resolving the issues of clients. One of the steps used in the formative stages of the helping process is client experience exploration. This process entails first the development of a cooperative and positive relationship between the client and the person offering psychological support; Psychological support is important when it comes to exploring client challenges which could be causing traumatic experiences and negative effects to them. While addressing the experiences of the client, the counsellor or the one giving support should create an experience of self-awareness to ensure that the clients gain all the self-realization they could need to deal with the

challenges. These client experiences are important to the counsellor because they enable him to understand why the client exhibits certain kind of behaviours. For instance, a child who has trouble relating with peers and always exhibits a violent tendency might have experienced a violent background back at home. To understand what the client is suffering from, the counsellor must be able to make the client talk about their experiences. By exploring client's experiences, clients and supporters can understand their current circumstances and make any possible adjustments.

Such exploration is also vital because it provides clients with a new perspective from the previously damaged emotional representation. For instance, if a child grew knowing that people could not be trusted, he or she could change this mind-set. This is because as they explored their experiences, they managed to realize their distortions about reality. By exploring these experiences, a client is able to become more comfortable in the presence of the counsellor. This could help them to relieve their anxiety patterns when alone which include sweating, nightmares, panic attacks. Finally the patient overcomes all of their challenges. Various strategies can be used to explore experiences and they include probing and leading questioning.

2.1.2 Process of Client Experience exploration.

Social supporters who want to help clients must deal with them in an empathetic manner to ensure that they earn the trust of their patients and to also ensure that patients are more open and share their experiences freely. Supporters should provide unconditional-positive regard to every client so that they don't feel they are being judged. Congruence is also vital when it comes to client experience exploration. Social supporters must be authentic and genuine in all they do and say as this greatly affects the openness and trust of clients during the exploration process.

Lastly, supporters should use open questions and encourage clients to vividly explain how they would solve their own challenges because this is the best tactic to ensure clients live by the recommendations for good health. There are five main steps of psychosocial assessment during client experience exploration.

They include;-

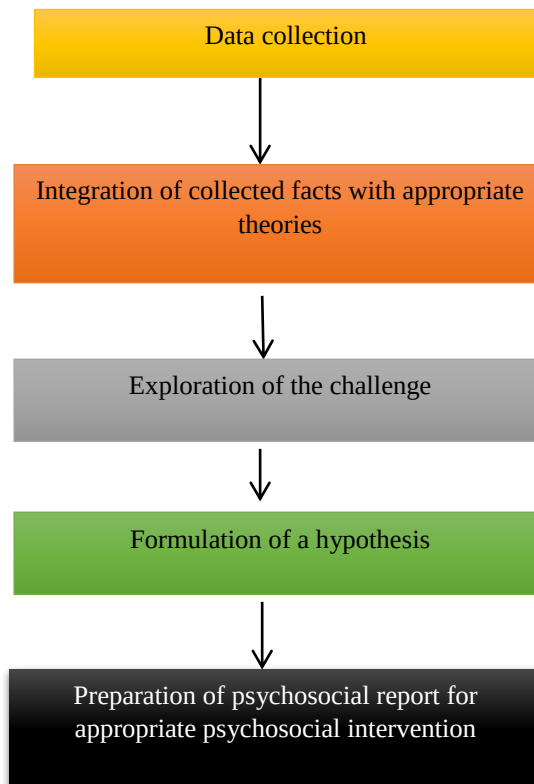


Figure 2: Steps of psychosocial assessment

2.2 Challenges facing the client are identified based on the experience

During the experience exploration process, the supporter is able to understand the challenges that a client is going through as well as the sources of these challenges. Standard operating procedure as well as the psychological DSM IV formula provides the conditions present in a client and the possible name of the associated challenge. Challenges are assessed depending on various aspects. They include psychiatric, social and psychological functioning risks that the individual poses to themselves and others and resources required to gain psychosocial adaptation among other needs necessary for general wellbeing. To categorize the challenges, client experience exploration must include living situation of the client, any traumatic event experience or a significant occurrence in their past, their life history, family history, social supports and history, finances, drug abuse, religious factors, medico-legal factors and coping skills. With careful exploration of clients' experience, a client might be found to experience challenges including schizophrenia, depression, eating disorders, sleeping disorders, somatization disorder, self-harming behaviours among other challenges. Identifying the problem to challenge is important because it helps in designing the right approach to deal with the challenge as per standard operating procedures and nature of clients' experiences.

2.3 Session notes are taken based on the client experience

Note taking is the process by which a counsellor writes in brief while the client narrates their experience during client experience exploration. The counsellor writes

down important information about the client which will guide him/her to find the challenge that the client is going through as well as the solutions and recommendations for best practice. Taking session notes can be written by hand or an audio recorder can be used. Using audio recording is the best form of taking session notes because it helps the counsellor or social supporter to concentrate on listening to the client to understand better their perspective, see their body language and make the interaction more engaging instead of concentrating on writing. The counsellor should ask for consent from the client before they start taking the session notes at the beginning of the session and ensure that the information gathered remains confidential. The listener must be discreet while taking the notes to ensure that there is limited disruption so as not to disturb the thought flowing during the process of experience exploration. Note taking is an important exercise in the entire process of experience exploration because it helps the counsellor to keep a record of client experiences for reference purposes in subsequent sessions for better evaluation and solution development. Notes are also important because they can be useful to another counsellor who is assigned the same client while the previous counsellor is away. Notes serve as a point of reference when a case is subject to referral and also when there is need to breach confidentiality due to threats to self and others. A session note should include the names of the client, session type, date, start time, progress, brief description of session, danger, substance abuse, homework, next session, end time and signature.

Conclusion

The learning outcome covered exploration of clients' experience, identification of the challenges facing the clients based on the experience and taking of social notes.

Further Reading



1. Read more on psychological intervention by Hudson, et al (2010)
2. Read further on psychological support by Jakkula (2013)

4.3.3.3 Self-Assessment



Written Assessment

1. What strategy does not build rapport and initiate client dialogue?
 - a) Questioning
 - b) Summarizing
 - c) Perception checking and clarifying
 - d) Encouraging and attending

2. Which of the methods below is a strategy of client experience exploration?
 - a) Self-disclosure
 - b) Confrontation
 - c) Encouraging and attending
 - d) Leading and probing
3. Which of the following statements does not represent a helping relationship that is professional?
 - a) A relationship that is initially structured but is subject to cooperative restructuring depending on client needs
 - b) All involved persons perceive the existence of care and trust
 - c) Provides personal growth of all involved persons
 - d) A relationship where simply one does things for the other
4. When can a counsellor break a client's confidentiality?
 - a) Never
 - b) In disclosure of risk of harm to self or others
 - c) When the clients' story is interesting to share
 - d) With permission from the client
5. Which one of the following is not a client's challenge?
 - a) Schizophrenia
 - b) Panic disorder
 - c) Insomnia
 - d) Laughing disorder
6. The activities below should be conducted during taking session notes except one, which one?
 - a) Chewing gum while taking notes
 - b) Listening carefully to the clients' words
 - c) Watching for consistency of words and body language
 - d) Asking leading questions to clients who provide short answers
7. Which way should session notes be taken? Pick the best option.
 - a) Handwritten notes.
 - b) Audio recorder
 - c) None of the above
 - d) All of the above.
8. Discuss five reasons why a social work should take session notes.
9. Elaborate on five client challenges as identified from the DSMIV tool of psychosocial nature.
10. Analyse the five step procedure of client experience exploration.
11. Justify at least five forms of psychosocial supports that a social work can use to alleviate client problems.
12. Examine the standard operating procedures that a social work should focus on while conducting client problem exploration.

Oral Assessment

1. Evaluate the ways in which client experiences can be assessed.
2. Highlight the various ways in which the social work explores client challenges.

Practical Assessment

Develop a list of all the strategies to use to explore client experiences to help them reach their psychosocial wellbeing. In every strategy, give an example of the case being managed.

4.3.3.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped simulated operations training office
- Video cameras
- Tables
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders
- Suitable counselling room/environment

4.3.3.5 References



- Danielson, C.K, Begle, A.M, Ayer, L., S Hanson, R.F. (2012). Psychological treatment of traumatized juveniles in handbook of juvenile forensic psychology and psychiatry.
- Hudson, P.L., Remedies; C., S, Thomas, K. (2010). A systematic review of psychological interventions for family carers of palliative care patients. "BMC Palliative care 9.1.
- Jakkula, Soili (2013), "psychosocial support after traumatic experience; helpers' perspectives from different cultures. Pp. 467-483. Springer, Boston, MA, 2012.
- Thordardottir, E.B., Gudmundsdottir, B., Retursdottir, G., Valdmarsdottir, U.A, S. Hauksdottir, A. (2018). Psychosocial support after natural disasters in Iceland. Implementation and utilization. International journal of disaster risk reduction, 27, 642-648.

4.3.4 Learning Outcome No 3: Analyse psychosocial support problem.

4.3.4.1 Learning Activities

Learning Outcome No 3: Analyse psychosocial support problem		
	Learning Activities	Special Instructions
3.1	Explore the problems facing the client as per SOPs	Class participation
3.2	Identify and present the underlying psychosocial support issues based on the problems facing the client	Oral presentation
3.3	Take session notes based on real and presenting issues	Action Research

4.3.4.2 Information Sheet No4/LO3: Analyse psychosocial support problem



Introduction

This learning outcome seeks to explore psychosocial problems facing the clients as per the SOPs, identification and presentation of the underlying psychosocial support issues, based on the problems facing the clients and taking session notes based on real and presenting issues.

Definition of key terms

Problem exploration: This is the procedure of getting to know more about a client and why they need psychological help. It entails the feeling and the thoughts of clients which is linked to their pressing challenges.

Psychosocial Support: These are activities, actions or resources aimed at addressing the social and psychological requirements of individuals and communities that have experienced critical life events to establish general wellness.

Session notes: These are the short notes that are taken by a counsellor or a social supporter during a problem exploration exercise for future reference.

Content/Procedures/Methods/Illustrations

3.1 Problem facing the client are explored as per SOPs

While exploring the problems of the clients, the supporter should first examine their internal attitudes to remove any biasness, judgment and negative attitudes. The counsellor should also be warm, generous and caring to ensure the client becomes comfortable and gain their trust to explain their problem.

Ways of exploiting client problems

- Talking and listening: the counsellor should talk freely to the client to gain their trust and listen carefully to the both the spoken and unspoken words of the client.
- Unconditional positive regard: the counsellor should ensure that information is delivered easily by the client through unconditional positive regard. In this case, the social work is not judgemental and this allows the problem exploration process easier.
- Empathy: By putting oneself in the shoes of the client, the client is able to talk freely and the social work can then explore their problem easily.
- Counsellor self-disclosure: here the social work talks freely about their client to enable the client feel free about talking about their problem as well.
- Genuineness: by expressing genuine concern, the social work can make the client express himself in the process of problem exploration.

Importance of Exploration

- The counsellor intends to identify any underlying problems, maladaptive behaviours and then classify them.
- To identify social-support systems, resilience measures and internal resources that can be used to solve client's problem during the exploration phase. These resources may be useful during the analysis stage of the helping experience.
- Accessing the resources and the strengths of the client may be difficult to the counsellor as most people who come to counsellors feel hopeless, helpless and they do not believe to have any strengths.
- Problem exploration also builds rapport between the client and the counsellor thus encouraging trust and openness.
- The process also identifies the problem a client may be suffering from which is causing the psychometric symptoms the client presents.
- Lastly, the process is vital as it collects the life history of a client to aid in the diagnosis and referral of a patient.

3.2 Underlying psychosocial support issues are identified and presented based on the problems facing the client.

During the exploration stage of the helping process, the counsellor writes notes about the life history of a client, the notes are then used to understand the underlying psychological issue of the patient as per the diagnosis made.

Formulating Diagnosis

- Standard operating procedures entail the use of DSM IV (the diagnostic and statistical manual of mental disorder.) This tool is the standard source of reference of making psychosocial diagnosis.
- This tool consists of statistics used to describe the symptoms that are associated with certain psychological conditions.

- The recent version used in the diagnosis is the DSM V that describes the symptoms, gender that is highly susceptible, onset age, treatment and prognosis of the psychosocial condition.
- The tool confirms diagnosis through the incorporation of imaging genetics, cognitive science among other information to classify.

Dimensions of Diagnosis

The DSM v is used to categorize disorders along 5 main dimensions referred to as AXIS

Axis 1: Clinical Syndromes

This axis is used to describe symptoms that are clinical and could cause substantial impairment in the client. The disorders include anxiety, eating disorders and mood disorders.

Axis 2: Mental Retardation and Personality Disorders

Used to classify disorders that are long term and not discrete enough to belong to axis 1. They include antisocial disorders and borderline disorders.

Mental disorders are classified along the symptoms of intellectual deficit and impairment, in areas such as interpersonal skills.

Axis 3: Medical Conditions

Include mental and physical conditions that impact both axis 1 and axis 2 examples. They include brain injuries and HIV/AIDS.

Axis 4: General Functioning Assessment

The axis identifies the problem that the client is going through by assessing the overall health and wellbeing of the client. All the other axis are determined to understand how they affect the presentation of the overall wellbeing of an individual.

Advantages and disadvantages of Using the DSM IV tool for Diagnosis

Advantages

- The tool standardizes coding and billing.
- The tool has standardized diagnosis measure and treatment plan.
- DSM IV tool guides research in psychological health and wellbeing
- It guides therapy.

Disadvantages

- The labels used for diagnosis can be stigmatized.
- The risk of over-diagnosis and misdiagnosis
- It simplifies the behaviour of humans into a limited number of symptoms.

Despite the challenge of the tool, it remains the most appropriate tool for identifying the symptoms and psychosocial dysfunction of a client.

3.3 Session notes are taken based on real and presenting issues

During the helping session, presenting and real issues are identified. Presenting issues are the symptoms of the client that affect their normal functioning. They include, lack of sleep, profuse sweating, panic attacks, racing heart-beat among other symptoms that depict the psychological functioning of a client is wanting. It could be a social phobia. Presenting issues are also the actual issues that a client comes to seek help for from a counsellor. People can tolerate to deal with psychological problems that are at different levels, therefore some people can take a longer time to bring their presenting issues to a counsellor. Some people cannot deal with the issues for a longer time. The time that a client chooses to seek help is fundamental to explain the exact problem.

To take session notes on the presenting issues, the client must identify what motivated the client to seek help. The data is vital to determine the treatment and relevant symptoms of the client. For instance, the counsellor could identify that a client is suffering from panic attacks as the presenting problem, when the client decide to seek help once they experience these attacks. However, a presenting problem does not necessarily mean that the patient is suffering from the problem. It could also not provide substantial information for a proper diagnosis and treatment. Counsellors should make an inventory of various symptoms in the session notes for adequate diagnosis. For instance, if a client goes to a counsellor to complain of an incessant heart rate, the counsellor could takes notes on the clients and stress level to evaluate if the problem is clinical or due to anxiety issues. Taking notes on above parameters will lead to a more accurate diagnosis. Notes of presenting issues also ensure an accurate treatment plan. Also notes taken from the above can aid the counsellor decide that the treatment commences by issuing pain killer meds to treat the heart beat as it is the first symptom.

In other cases presenting symptoms are experienced as physical symptoms because the clients are difficult to admit and embarrassed that they suffer from psychological and mental problems. Thus the issue presents itself as a physical symptom. When it comes to notes taking the supervisor should stay focused on their clients to avoid being overwhelmed and confused by the clients situation. Identifying the real problem of the client entails finding the underlying pattern that the clients experience. The pattern should then be noted down in the session notes for the evaluation of the real problem experiences by the client. No matter the complication of the client's problem, asking them of their underlying condition is key to diagnose the real issue or underlying issue during the session of note taking.

Characteristics of Session Notes

- Client description; dressing, presentation, physical appearance, energy level and disability.
- Subjective compatibility; entails the presenting problem from the view point if the client and the ranking of the issues.

- Objective finding; the observation of the counsellor depending on client's behaviour.
- Progress assessment; counsellors view point of the client beyond the words and discrepancies in behaviour noted.
- Next session plans; make short and long term goals to be accomplished by the client.
- Goals for counsellor; what the counsellor should research on or prepare about helping the client.

Advantages of Session Notes

- Enable counsellors make accurate documentation about the client.
- Proper storage for client's information for reference.
- Enable the counsellor keep track of the words being said and not lose focus on other things.

Limitations of Note Taking

- May cause anxiety to some clients.
- Might be a barrier to the creation of a rapport between the client and counsellor, when the client feels that all the counsellor cares about is writing.
- The counsellor may lose focus on non-verbal cues which may be important for assessment too.

Conclusion

The learning outcome covered problem exploration, identifying presenting and underlying psychosocial challenges of the client and the process of taking session notes for the real and presenting client issues.

Further Reading



Further reading on techniques of problem exploration, identifying the underlying psychosocial challenges of the client and the DSM tool from:

1. McLeod, J, (2010). Case Study research in Counselling and Psychotherapy Sage Publications.
2. American Psychological Association (2013). Diagnostic and Statistical Manual of Mental Disorders (DSM-5)

4.3.4.3 Self-Assessment



Written assessment

1. Which one of the following is not an axis of the DSM tool?
 - a) Mental retardation
 - b) Clinical syndromes
 - c) Environmental challenges
 - d) Eating disorders
2. Which of the following is not a problem exploration technique?
 - a) Probing
 - b) Leading
 - c) Critiquing
 - d) Listening
3. A counsellor should not use the presenting symptoms to guide diagnosis?
 - a) True
 - b) False
 - c) None of the above
4. Which one of the following is not an attentive behaviour in a counsel session?
 - a) Facing the client
 - b) Communicating interest
 - c) Being authentic in presentation
 - d) Note taking.
5. When conducting a client helping session, which of the following is used by a client-centred therapist?
 - a) Ego states
 - b) Racket system
 - c) Desensitization
 - d) Empathy
6. The following disorders belong to axis 1 of the DSM IV. **EXCEPT?**
 - a) Schizophrenia
 - b) Bipolar disorders
 - c) Anxiety disorders
 - d) Schizotypal disorders
7. Which of the problems below is not associated with the DSM IV?
 - a) Classification of the bases on causes
 - b) Classification of the bases on emotional strength
 - c) Classification of the bases on behaviour
 - d) Classification of the bases on symptoms alone.
8. Highlight the five axis of DSM IV

9. Outline five reasons why identifying the underlying problem of a client is important
10. Elaborate at least five reasons as to why the DSM tool is considered appropriate in diagnosing psychosocial challenges.
11. Outline the process of session notes taking.
12. Demonstrate five techniques that a social work can use to explore underlying issue of a client.

Oral Assessment

1. Highlight the attending behaviours used in counselling?
2. Highlight systems that are necessary for a client in the treatment process?

Practical Assessment

Describe how an individual suffering from anxiety disorder is explored and diagnosed by a social work.

4.3.4.6 Tools, Equipment, Supplies and Materials

- A functional office
- Tables
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders
- Suitable counselling room/environment

4.3.4.5 References



- American psychological Association (2013). Diagnostic and Statistical Manual of Mental Disorders (DSM-5). American Psychiatric pub, 2013.
- Ramley, T, P, S, Herlihy, B, (2014). Ethical, Legal and professional issues in Counselling, Upper saddle River, NJ, Pearson.
- Voigt, K , Wollburg, E , Weinmann , N , Herzog , A , Meyer , B , Langs , G ,& Lowe , B . (2012). Predictive Validity and Clinical Utility of DSM- 5 somatic symptoms disorders – Comparison with DSM-iv somatoform disorders and additional criteria for consideration. Journal of psychosomatic research, 73 (5), 345-350.

4.3.5 Learning Outcome No 4: Psychosocial support action plan

4.3.5.1 Learning Activities

Learning Outcome No 4: Psychosocial support action plan		
	Learning Activities	Special Instructions
4.1 Select theories and counselling approaches as per SOPs	4.2 Identify the meaning and importance of case plans as per SOPs 4.3 Identify the possible solutions as per SOPs	Presentations Lectures
4.2 Identify the meaning and importance of case plans as per SOPs		
4.3 Identify the possible solutions as per SOPs		

4.3.5.2 Information Sheet No4/LO4: Psychosocial support action plan



Introduction

The outcome seeks to establish the meaning and importance of a client's action plan, theories and counselling approaches, meaning and importance of case plans and identification of possible solutions as per standard operating procedures.

Definition of key terms

Clients' action plan: It is a document that is prepared by the counsellor in conjunction with the client that has details and steps that will be used in the process of treating and supporting the client.

Case plan: It is a document that seeks to identify what the goals of the ongoing treatment interventions are and what actions need to be undertaken to achieve the goals.

Content/Procedures/Methods/Illustrations

4.1 Theories and counselling approaches as selected as per SOPs

Theories and counselling approaches

Theories and counselling approaches provide a framework for therapists and other health workers to be able to interpret a client's behaviour and habits, thoughts, and feelings in an attempt to help them navigate a client's journey from diagnosis all the way to post treatment. Health workers such as psychologists, counsellors and therapists often use one or more approach to help them handle the client once a diagnosis has been made. Counselling approaches play a key role in the therapeutic process. There are several theories and counselling approaches, the choice of which are to use when handling a client should only be done in accordance to standard operating procedures (SOPS).

Theories and counselling approaches that can be used are;

a) Psychoanalysis/ psychodynamic theory

It is also known as the “historical perspective” and it was proposed by Sigmund Freud. Freud believed that there are three unconscious forces that drive human behaviour and personality. Namely:

- The Id that contains instinctual needs
- The ego that employs reason
- The super ego that represents a person’s values and ideals

Freud who was a neurologist also proposed stages of development that require one to make adjustments in their identity, ego and superego. In the event the proper adjustment fails to happen then the person can experience abnormal functioning. In later years, other theorists like Carl Jung and Alfred Adler had a different opinion from Freud and came up with new theories. All the theories that they developed were considered to be psychodynamic since they shared in Freud’s belief that the functioning of humans is shaped by psychological forces.

Techniques involved when using psychoanalysis and psychodynamic therapies:

- a) Free association which is used to encourage the client to describe in clear terms any thoughts, feelings or images that come to their mind even if they seem less important or non-beneficial. In so doing, the therapist will be able to uncover any unconscious events or underlying dynamics.
- b) Therapist’s interpretation is used by the therapists to look for clues and share interpretations at the time when the client is ready to hear them. The three types of interpretation include:
 - **Resistance:** This happens when the client unconsciously refuses to fully participate in the therapy process.
 - **Transference:** Happens when the client act and feels in response to the therapist in the same way they respond to key people in their lives.
 - **Interpretation of dreams:** Involves the analysis of the client’s dreams for important information.
- c) Catharsis happens when the client relieves any repressed feelings from the past. This allows the therapist to help the clients solve any internal conflicts and overcome their problems by reliving them.
- d) The therapist and client can work together hand in hand to examine the same issues over and over again in an attempt to get a clear picture.

This can take several weeks to several months.

Psychoanalysis and psychodynamic theories are used by therapists and counsellors who want to direct much of their focus and energy on conducting an analysis of past relationships especially events that happened to the client as a child. They believe that in so doing, they will bring relevant issues to the surface and help the client to heal.

Limitations of psychoanalysis/ Psychodynamic theory

- It placed more emphasis on childhood and less on the changes that occur later on in life.
- It lacked predictions that could be tested
- Interpretations of client issues are heavily based on the subjective interpretations of a client.
- It cannot be effectively used to treat patients who present with serious cases of biologically induced psychosis.

b) Cognitive theory

This counselling theory places more focus on the way people think and how those thoughts affect their feelings and behaviours. It is important for therapists who use this theory to understand any assumptions and attitudes of clients and how their perceptions and thoughts are influenced by them. There are several types of cognitive problems that are inaccurate and illogical and can lead to abnormal functioning. Cognitive therapy is very beneficial in helping people overcome problems facing them by developing new and more functional ways of thinking. As people change their thoughts they can change how they feel and act. It is the responsibility of the therapist to help the client to identify negative thoughts, any errors in logic and any prejudiced interpretations that rule their thinking and can for example lead to depression.

Limitation of cognitive theory

- It refers to cognitive process that cannot be easily observed
- It ignores other factors that have the potential of affecting an individual's behaviour.

c) Behavioural theory.

This theory is based on the mental acceptance that one learns behaviour. Since behaviour is learned any explanations and treatments rely on the principles of learning. One of the key concepts of this theory is conditioning which refers to the easy forms of learning that involves stimuli and rewards. There are several forms of conditioning that may result in normal or abnormal behaviour they are:

- **Operant conditioning:** In this conditioning, humans and animals learn to behave in a particular way as a result of being rewarded whenever they behave a certain way. This was developed by B.F. Skinner.
- **Classical conditioning:** In this type of conditioning, any form of learning occurs in limited time associations. A person will respond the same way to two events that occurred at the same time since they were fused in his mind. When Ivan Pavlov conducted his research, he used dogs to know more about learned responses. For example, a dog could salivate at the sound of a bell since it associated the sound with food.

- **Modelling:** This occurs when a person learns his response through the observation of other individuals. The person will then proceed to repeat the learned behaviour.

Through the use of this therapy, the therapist will seek to identify behaviours that are causing the problems and then proceed to replace them with principles of operant conditioning, classical conditioning and modelling.

Limitations of behavioural theory

- It ignores the fact that people learn in different ways based on the environment surrounding them.
- It cannot be easily used in different cultural contexts since one behaviour that works in one situation may work differently in another situation.

d) Humanistic approach

Therapists who use this approach place more emphasis about the present and helping their clients achieve their highest potential. They do not focus on any past negative behaviours since they believe that all people are good and they only need to be helped to grow and become self-actualized. There are three major types of therapies and theories that are grouped under humanistic approach.

- **Client-centred therapy:** It was developed by Carl Rogers and is used to create a climate that is supportive to clients. This kind of environment will make it possible for them to share openly and honestly and conduct self-evaluation. While using this therapy, the therapist should display key qualities like full acceptance, empathy, listening honestly etc.
- **Gestalt therapy:** It was developed by Fredrick Perls and focuses on what the experiences of the client are in the present moment. One of the most common techniques used is role playing whereby the therapist asks the client to act out various roles in an attempt to get him to own any feelings that made the uncomfortable in the past.
- **Existential therapy:** It has its roots in existential philosophy and it encourages clients to accept responsibility for their lives and the problems that they face. The therapists will help the client become familiar with their freedom so that they can make choices that are different and have a life that is of a greater meaning.

Limitations of Humanistic approaches

- It relies heavily on the subjective experiences of individuals which are not easy to measure.
- It is not easy to gather qualitative data that can be used to verify any observations.

e) Holistic/integrative therapy

This type of approach involves the use and integration of the various elements of the different theories to help the client. In some instances, it may involve the use of non-traditional therapies such as hypnotherapy and guided imagery.

NOTE: When it comes to the use of any of the therapy approaches above, the therapist should ensure that they chose one that is best suited to a particular client and problems as per SOPs.

Limitations of holistic theory

- It is harder to break down and identify the true cause of a client's issues.

4.2 Importance of case plan identified as per SOPs

It is the responsibility of the social work to complete the case plan with the client as per the standard operating procedures (SOPs). At the same time, the case plan must be updated regularly. The case plan must have information regarding who is responsible for every step and what the timelines are for when some tasks should be completed. A good case plan should also include a clear description of what the client would like to change to feel better i.e. what goals the client wants to reach. It will also include immediate, short term and long term goals or changes to be made. It is important to be aware that case plans are not static, the contents are bound to change as per the reviews made.

Key steps in developing a case plan

- Assess and prepare to develop a case plan.
- Plan for a meeting with the clients.
- Development.
- Implementation.
- Revision.

Objectives of a case plan

- Identify a case and plan goals.
- Allocate roles and responsibilities.
- Identify case management activities to be performed.
- Provide constructive strategies for on-going intervention.

Importance of a case plan

- Helps identify where the client needs help.
- Helps conduct a thorough assessment of the child.

4.3 Possible solutions are identified as per SOPs

Psychological issues are issues that affect an individual both psychologically and socially. These issues are also related to the social conditions with regard to the mental health of the individual. Psychosocial well-being is when persons, families or even entire communities have cognitive, emotional and spiritual strengths. These are then combined with positive social relationships. The state of well-being will motivate and lead to the development of life skills which will make it possible for individuals, families or even communities to be aware and engage positively with their environment and make healthy choices that will benefit them. Psychological support is meant to help persons or even communities to heal from psychosocial wounds and to rebuild social structures after suffering from a critical event. Psychosocial support when done well can:

- Help individuals cope better and enjoy everyday life.
- Prevent further distress and suffering.
- Help individuals resume normal lives.
- Help communities meet their needs.

Any identified psychosocial support solutions should only be implemented as per standard operating procedures. Depending on the issue facing the client, psychosocial support can include mental health counselling, education, spiritual support, group support and many others. Psychosocial support options can either be:

- **Individual counselling:** Which offers a chance for the client to sit down and have a one on one with the therapist.
- **Family counselling:** This appreciates the fact that all families are unique in their own way, with each having differences in experiences, personalities, feelings among others.
- **Support groups:** The purpose of a support group is to help individuals in similar situations share their concerns with each other and learn more about how to cope.

Conclusion

The outcome covered the meaning and importance of a client's action plan, theories and counselling approaches, meaning and importance of case plans and identification of possible solutions as per standard operating procedures

Further Reading



1. Read further on psycho social support from The practice of research in social work by R.Engel and R.K Shult 2016 – Sage publications

4.3.5.3 Self-Assessment



Written Assessment

1. Which of the following is not a force of the psychoanalysis theory?
 - a) Personality
 - b) Id
 - c) Super ego
 - d) Ego
2. Each of the following is a type of therapist interpretation except one. Identify it.
 - a) Resistance
 - b) Transference
 - c) Conclusion
 - d) Dream interpretation
3. Which of the following is a type of therapist interpretation?
 - a) Personality
 - b) Family
 - c) Individual
 - d) Operant
4. When does Catharsis occur?
 - a) Client refuses to take part in therapy
 - b) Client relives past experiences
 - c) Client reflects help
 - d) Client develops negative attitude
5. Which of the following is a question that should be answered in an action plan?
 - a) Why are we here?
 - b) How did we get here?
 - c) How do we get there?
 - d) Who got us here?
6. Which of the following is not a component of a case plan?
 - a) Goals
 - b) Treatment interventions
 - c) Responsibilities
 - d) Timelines
7. Which of the following is not a psychological support opinion
 - a) Individual counselling
 - b) Spiritual support
 - c) Family counselling
 - d) Support groups
8. Evaluate the importance of a case plan.
9. Elaborate the important to interpret the dreams of a client.
10. Discuss other non-traditional therapies that can be used when handling a client.

11. Illustrate using examples the key components of a case plan.
12. Demonstrate the application of cognitive therapy when handling a client.

Oral Assessment

1. Investigate challenges do you expect to face when helping a client?
2. Why do you think holistic an integrative therapy approach become popular

Practical Assessment

Develop a case plan for a client struggling with drug and substance abuse.

4.3.5.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped simulated operations training office
- Tables
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders
- Suitable counselling room/environment

4.3.5.5 References



- A Kadushin, D. H. (2014). Supervision in social work.
- E, G. (2012). Social work practise: A critical thinker's guide. Oxford university press.
- Tol W.A, e. (2011). Mental health and psychological support in humanitarian settings. The lancet.

4.3.6 Learning Outcome No 5: Psychosocial support follow-up

4.3.6.1 Learning Activities

Learning Outcome No 5: psychosocial support follow-up	
 Learning Activities	Special Instructions
5.1 Review client's progress as per the counselling contract 5.2 Identify challenges based on the review 5.3 Identify solutions as per SOPs 5.4 Solution implementation as per SOPs	Lectures Discussion on solution Implementation

4.3.6.2 Information Sheet No4/LO5: Psychosocial support follow-up



Introduction

This learning outcome covers: understanding of the need to follow up on the progress of the client, identification of challenges facing clients and the possible ways of implementing the solutions to the challenges.

Definition of key terms

Psychological support: This refers to the help an individual or community gets from professional like counsellors after undergoing traumatic events grief or loss so as to help them deal or cope with the situation troubling them.

Client progress: This refers to the positive growth of a patient who is dealing with grief trauma or loss. It is where a client is healing gracefully from the troubling situation he or she was in it.

Counselling contract: This is an agreement between the patient and the counsellor which clearly states the rights one has on the other. This ensures the confidentiality of the patient's information and it also creates a good rapport between the counsellor and the patient. It is very important for a patient to ask for a counselling contract before starting any sessions.

5.1 Review of the client's progress is done as per the counselling contract.

Client progress differs from individual to individual even if they underwent the same traumatic situation. This makes it difficult to place a time frame for a client to show progress. Some clients are able to cope with situations faster than others so a counsellor always deals with a client as an individual and not as a group activity that by a certain period of time they should have come out of their trauma or dealt with grief.

Stages to follow when identifying the progress of a client

- i. The clients tend to be defensive and resistant to change. This is usually the first step when they come for their first session. Here the client tends to be in the denial and doesn't want to accept what happened or at times the client the client may blame themselves for things they either didn't have control over or for a thing they are not willing to change or is not open to change. Through the help of a counsellor they are able to move to the next stage.
- ii. Clients become less rigid. Here they slowly begin to express their emotions and feelings but not as their own feelings. The clients tend to use words like 'he' or 'she' but they are actually referring to themselves. In this stage they express their feelings but do not own them. With time they move from this stage to the next one.
- iii. By this time the client has started opening up to change but they are not ready to change or accept it yet. So the client tends to focus on the past events so much but avoiding the future by blaming everything on the past events to justify their future behaviour e.g. a client will say that he or she is a drunkard because the grandfather gave him alcohol while he was young. The client will not want to accept that this is a decision that they made on their own.
- iv. The client now opens up more and is free to talk about their deeper feelings emotions and secrets. This shows great progress as the client shows that they trust the counsellor and that they are ready to deal with the serious issues affecting them.
- v. The client begins to stand on their own. This means they begins to trust their own decision making process. When a consoler sees this they know that the client is now starting to be self-conscious and thus they will not be relying on the counsellor all the time. Here also a client starts to express their current emotions and starts dealing with their present rather than their past.
- vi. For the sixth stage the client is able to make conscious decisions and doesn't seek approval for the decisions he has made. The clients also are able to see the positive things in others and there are able to trust and let them in their inner circle.
- vii. The client is fully functional. Here they are able to make good decisions and stand by their decisions. The clients will have reached their self-actualization point. They are able to control the external forces, deal with them accordingly and they can now deal with their own inner forces.

This is the counselling progress that a counsellor follows and they know the stage their client is and how to deal with them according to their progress.

5.2 Challenges are identified based on the review

Counselling is important to a client as it helps the client to deal with the issues at hand. It also helps in the improvement of the client's self-esteem. Through counselling a client is able to make decisions on their own and deal with their emotions well. After counselling it is very important to make follow up on client to see if they still have positive progress or they have relapsed. Follow up is done at close intervals during the first months but later if the follow up process gets longer. This is to ensure that the client has good progress. From time to time the clients go back to the old ways. There are a number of things that can challenge the client so as to go back to the old ways or to the state that they were in the first place.

These challenges include:

Going back to the same environment: One's environment dictates a lot, about how they behave, view issues and deal with certain situations. In a case where a client is a sex addict and they have undergone the full process of counselling, and goes back to the area where he was involved in the same actions then the chances are high that they will relapse. It is very important for a client to be able to deal with the environmental influences and pressure. If they can't do these then they can go back to the old ways. While counsellors are doing their follow up they usually find that the clients who relapse are usually in the same environmental conditions that make the relapse.

Fear of rejection: Rejection is one of the worst things that a person can go through. Most people usually go for counselling but they do not disclose this to their family and friends making it difficult for the family and friends to accept that there is behavioural change to the client. Due to this the client, may tend to do things so as to please the family members and friends as much as they do not want to. In a case where the client was a gang member and have undergone the counselling and they go back to the same family and friends, they tend to do the same activities as before so as to avoid the rejection of family and friends, causing a relapse.

Peer pressure: Peer pressure is where one is easily influenced to engage in activities or do things by his or her peer members. This can make someone engage in negative activities which are not good. After a client has undergone counselling it is important for them to know how to deal with peers otherwise he or she might end up in the same situation. Peers can be a great influence into one engaging in or going back to the old ways.

5.3 Solutions are identified as per SOPs

It is important to find lasting solutions to the problems facing a client after completing the counselling process. The rate of client relapse need to be minimized, after the counselling process. During follow up the counsellor will know if the client was able

to be self-conscious and be able to stand on their own. The relapse rate should be reduced so that clients can be able to deal with their issues and not go back again. These are some of the suggestions a counsellor can give to a client to follow if possible so as to avoid relapse.

i. Change the environment:

To avoid or minimize chances of relapsing a counsellor can suggest change of environment. Once one is not in the same conditions that used to trigger his behaviour then chances are low that the client will go back to the old ways. Just as a recovering alcoholic person avoids clubs so shall the client avoid areas that will trigger their relapse.

ii. Support from the family

Since most clients don't involve their family and friends in the counselling process or even inform them about this process. It is difficult for them to get the support they need and require. During counselling if possible the family and close friends should be alerted by the client so that they can get the support they need. This will ensure that the client has positive progress and the chances of relapsing are minimized. This support also helps in quick recovery of clients and for the client to feel accepted by the family and friends support reduces chances of relapse.

iii. Dealing with peer pressure

Peer pressure tends to influence one to engage in activities that they would not normally do. It is very important for a client to be able to know how to deal with peer pressure. The best way is to minimize the frequency of meetings with them. This will also be able to minimize the risk of the client relapsing.

Clients should be self-reliant and learn to overcome their challenges on their own.

5.4 Solutions are implemented as per SOPs

Follow up for patients is important so as to ensure that they are not relapsing. As a counsellor does the follow up process he or she should assess and give suggestions to be implemented so as to ensure the client doesn't relapse. A counsellor can suggest:

Taking up new activities

It is important to be occupied as much as possible. This positively engages the client and minimizes their engagement in relapsing activities. A counsellor may encourage a client to start dance classes or volunteer work so as to keep them busy and occupied.

Family participation

The family is very important to the client. The counsellor should involve the family members so as to ensure that the client will get the adequate support from the family and keep the client in check.

Note: All the implementation procedures should be done as per the SOPs

Conclusion

This learning outcome covered understanding of the need to follow up on the progress of the client, identification of challenges facing clients and the possible ways of implementing the solutions to the challenges.

Further Reading



Read more on Psychosocial support follow up from:

1. Godwin P.J Leszcz M Ennis M Koopmans J Vincent L GotherH and Speca M (2001) the effects of group psychosocial support on survival in metastatic breast cancer
2. psychosocial support from psychosocial support therapy book by Gellert George N Roberta M Maxwell and Sieged BS (1993)

4.3.6.3 Self-Assessment



Written Assessment

1. Which one is a challenge facing clients after counselling?
 - a) Poor communication
 - b) Relapse
 - c) Learning issues
 - d) Family support
2. How can a client avoid relapsing?
 - a) Engaging in constructive activities
 - b) Revisiting the same activities, they used to
 - c) Have same circle of friends
 - d) Teaching people
3. What does a client require for positive progress?
 - a) Isolating themselves
 - b) Good support system from family
 - c) Old habits

4. Which one is not a challenge faced by a client after counselling procedure is done?
 - a) Peer pressure
 - b) Rejection
 - c) Change of environment
 - d) Church influence
5. A client should always sign a counselling contact
 - a) True
 - b) False
6. A client information should always be kept a secret
 - a) True
 - b) False
7. Among the following which one is not a method of dealing with relapse?
 - a) Constant counselling
 - b) Having same friends
 - c) Change environment
8. Develop a plan on how to monitor client progress
9. Identify and discuss challenges faced by clients after the counselling process
10. Evaluate things a client should avoid so as not to relapse
11. State importance of counselling
12. Compose things that can make a client relapse

Oral Assessment

1. What is counselling?
2. What do you understand by psychosocial support?

Project Assessment

In the past five years there has been a rise in client relapse cases in the slums of Kenya. Carry out a research on the same issue. Come up with findings and solutions to the problems.

4.3.6.4 Tools, Equipment, Supplies and Materials

- Filing equipment
- Stationery
- Functional office
- Recorders

4.3.6.5 References



Edward S. Neukug and Charles Fawcet 2006 Essentials of testing and assessment: a practical guide of counsellor, social work and psychologists. 3rd edition

Fava Giovanni 2012 The psychosomatic assessment strategies to improve clinical practice. Karger medical and scientific publishers

Haley J. problem- solving therapy. New York: harper and row 1978

4.3.7 Learning Outcome No 6: Review client action stage

4.3.7.1 Learning Activities

Learning Outcome No 6: Review client action stage		
 Learning Activities	Special Instructions	
6.1 Identify solutions to the psychosocial support as per SOPs 6.2 Select the best solutions as per SOPs 6.3 Device a plan to implement the solution as per organization policy 6.4 Implementation of the plan by the clients as per SOPs 6.5 Review implementation as per organization policy 6.6 Make necessary revision as per the client's needs	Classroom discussion Use of role play workshops	

4.3.7.2 Information Sheet No4/LO6: Review client action stage



Introduction

This learning outcome covers identification and selection of solutions for psychosocial support, development of implementation plan, reviewing of implementation as per organization policy and making necessary revisions as per the client's needs.

Definition of key term

Client action stage: This is the stage where people believe they have the ability to change their behaviour and are actively involved in taking steps to change their bad behaviour by using a variety of techniques.

Psychosocial: Refers to the dynamic relationship between the psychological and social dimensions of a person and where one-dimension influence another.

Psychosocial support: Refers to actions that meet they psychological and social needs of individuals, families and communities.

Content/Procedures/Methods/Illustrations

6.1 Solutions to the psychosocial support are identified as per SOPs

Psychosocial support is provided to assist people who have been affected by a trauma to recover. The aim of this support is to prevent distress if it has not yet occurred and to ease more suffering if it has already occurred with a goal of trying to prevent it from getting worse. After using Supervisory Attentional System (SAS) when conducting psychosocial assessment (assess, advice, agree, assist and arrange) the following are administered:

- **Enlisting social support:** This is important as it influences whether change happens or is maintained. This has been a challenge thus a client's can get social support from the counsellor, family member, friend or even someone who he/she trusts.
- **Educating the client on treatment /intervention:** Without having enough knowledge on the intervention, the client may not make an informed decision on the plan of action. The counsellor needs to explore the client's expectations, look/check for any misunderstandings or any misinformation that they may have.
- **Offering a menu of change of options:** No single approach to intervention plans works equally well for all clients thus the counsellor should present to the client the relevant and available change options. Encouraging them to learn about the options and hence making informed choices enhances commitment to the change plan
- **Developing a behaviour contract:** An oral or written declaration in the form of a contract is a beneficial tool as it helps clients to start and stick to their change plans. The act of signing a contract is an important sign of commitment. To many, breaching a contract is considered a crime. On the other hand, adhering to the contract yields good fruits on top of intended change.
- **Anticipating problems:** Problems are inevitable. It is important to advise the clients to predict problems that are likely. This in turn helps in raising solutions towards the problems
- **Lowering barriers to actions:** It is very important to discuss past difficulties with the client in case they may have had intervention in the past. This builds confidence in the clients which translates to a positive change.

All the above solutions are geared towards the client with an aim of:

- Developing confidence and self esteem
- Feeling a sense of relief
- Preventing bad feelings from coming out as aggressive behaviour
- Thinking more clearly about what has already happened
- Exploring options to make better decisions

6.2 The best solutions are selected as per SOPs

How to select best solutions for the clients

- Being clear on the client's needs and problems; it helps in staying updated on what the client needs
- Inquire from the clients; through surveys that often give a clear insight into the exact solutions they are expecting in this surveys, specific questions should be asked and should be clear
- Conduct a social network; forums could be good avenues of realizing the FAQs, common issues and best strategies adopted of dealing with those needs

6.3 A plan to implement the solution is devised as per organization policy

A plan is a detailed proposal for doing or achieving something. In planning the following steps should be followed.

a) Educating clients on intervention plans

The counselling environment should be welcoming, comfortable with fewer distractions, non-threatening and where privacy and confidentiality can be maintained. This can be done through:

- Creating a rapport (warmly greetings, usage of right non-verbal cues)
- Assuring the client of your trust, respect and confidentiality
- Outlining the intervention options using various demonstration/teaching aids such as charts, audio tapes or radio tapes
- Giving them time to contemplate on the information presented forth
- Questions and answers session

b) Enlisting social support

Social support can range from a friend, family member, a counsellor or someone whom the client trusts

A support group is any group of people whose purpose is to support one another in dealing with an issue.

Some support groups are led by the members themselves (informal) or by a trained facilitator (formal).

The following is a plan on achieving full social support from a support group.

- i. Creating a fight atmosphere:** This means a non-judgemental environment where both the old and new participants feel at ease when sharing their feelings.
- ii. Outline the order of procedure:** A definite order of procedures is necessary as it keeps distractions to minimal and guarantees each member of fair hearing of their opinions and struggles and reduces group's tension
- iii. Developing some ground rules:** Rules are meant to bring order to a group or an institution. These rules prevent the following problems:
 - Disruptive group members
 - Conversation dominated by griping
 - Emotional entanglement
 - Competitive comparisons of whose condition or experience is worse

Strategies of implementing plans as per the SOPs

- Identifying the problem and articulate solution. This can be done by being open and transparent. The client needs to be made aware that the new plan is arbitrary. Making sure the clients understand what is happening and why.
- Demonstrate the importance of policy change.
- Acknowledge the costs of a policy. Do not overlook the cost realities.
- Set the gauge success, of the new frame. A time frame should be established to ensure the new plan produces the desired outcomes.

- Make the client's part of the new plan. Make them own the new plan and share their ideologies regarding the same.
- Consultation process; All the relevant stakeholder should be consulted regarding the new plan. It helps in ensuring everyone understands.

6.4 The clients implement the plan as per SOPs

The aim of implementation is to assure organizational readiness, to apply the intervention and to help in monitoring the change. A person or a team tasked with this responsibility develops the action plan, identifies and mobilizes resources

The implementation action plan includes:

- Planned activities
- Person responsible for the activity
- Required resources
- Time frame
- Expected results

Once the implementation is underway, monitoring commences which includes providing feedback

6.5 Review of the implementation is done as per organization policy

Review is the process of considering something so as to make appropriate changes to it. It is a careful examination of a certain subject.

When is review done?

It is done when members of the organization remember most what has been done; when the objectives of the IP are still vivid in people's mind; after some observation.

How to review

- The scope of the review is defined (objectives are made clear).
- The key documents are reviewed.
- Appropriate data collection procedures are used.
- Appropriate reports are designed.
- Recommendations are presented; they should many so as to give a variety of choices to choose from.

Activities that should be inducted in the review process

- A gap analysis should be conducted: the expected deliverables/outcomes are reviewed and to what quality gaps are identified if they are present.
- The goals of the IP are determined if they have been met.
- The stakeholders are analysed if the outcomes are satisfactory.
- The costs and benefits of the IP are developed.
- The areas needing further improvement are identified.

Tips for conducting a good review

- One should be objective: the implementation plan should be stated in objective terms.
- The focus of the review should be to improve on the IP.
- Attention should be paid to any unknown risks.
- Positive and negative lessons in the IP should be carefully scrutinized.

Importance of reviewing

- It adds value to the implementation.
- It helps in the achievement of objectives.
- It helps in opening up new perspectives.
- It encourages self-expression.
- It acts as an avenue of providing support in the case of risks.
- It helps to clarify, achieve and measure the stated objectives.

Ways in which a review is conducted include:

- The practical consideration is considered first.
- The purpose of the review is stated, aims and objectives.
- Time is set when the review should take place; the timeframe.
- Ground rules are set; the negotiable and non-negotiable one's.
- Every individual is encouraged to participate.
- The place where the review should take place is identified.

6.6 Necessary revision is made as per the clients need

After evaluation changes that have been noted down will be included as the best strategies towards the change according to individuals involved. The clients need differ depending on aspects such as physical, spiritual, cognitive, mental and emotional behaviours. The assessment of their needs leads to informed decisions and helps in the allocation of resources. The assessment also helps determine the most appropriate way of supporting the clients.

Importance of identifying the client's needs

- Helps in the creation of the opportunity to know the client as an individual.
- It helps in establishing the areas perceived to be of potential risk.
- It ascertains the client's preferences and needs.
- It advocates for the freedom of choice and creates independence.

Channels for identifying clients' needs

- Interviews with the client.
- Daily observation of activities.
- Consultation with other people.
- Family friend interviews.

When to revise

- When there are technological changes in the organization.
- When there are events such as legislation that affects the organization.
- When there are unforeseen new markets emergence
- Tremendous changes in funding levels.
- Internal reorganization.
- When the products/ services offered are changed.
- When the products are natural disasters that affect the organization.

Importance of revision

- It capitalizes on the organization's strength.
- It helps in measuring the progress of the Identified Patient (IP).
- Helps in better overcoming the short term goals that may have been experienced.
- It helps in the realignment of the organization set goals them be more realistic.
- It helps the organization adopt better strategies of coping with the ever changing environment.
- It also increases productivity by ensuring the clients are made aware of what is expected of them.

Conclusion

This learning outcome covers identification and selection of solutions for psychosocial support, development of implementation plan, reviewing of implementation as per organization policy and making necessary revisions as per the client's needs.

Further Reading



1. The exercise of control (self-efficiency) by Bandura, A. (1997)
2. American Psychiatric Association (Diagnostic) and statistical manual of mental disorders 4th edition. (2013)
3. Treatment of rape victims by Calhoun, K. S and B.M .Atkeson (1991).

4.3.7.3 Self-Assessment



1. The behaviour of people around us creates a perceived.
 - a) Social norm
 - b) Value

- c) Intention
 - d) Attitude
2. In physical fitness, which of the following would be an example of a person's behaviour in action stage of the trans-theoretical model?
 - a) The person meets with a nutritionist and creates a log
 - b) The person travels to the gym three days a week
 3. Implementation intentions are important in
 - a) Reducing emotional distress
 - b) Triggering behavioural change
 - c) Facilitating appropriate coping behaviour
 - d) Achieving motivational change
 4. In which stage of theoretical model of behaviour change is a client ready to adopt and live a healthy lifestyle?
 - a) Contemplation
 - b) Preparation
 - c) Pre-contemplation
 - d) Action
 5. What is an example of non-verbal communication?
 - a) Tune of voice
 - b) Facial expression
 - c) Body language
 - d) All of the above
 - e) Both b and c only
 6. Saying things like, "I understand, 125 feels like your ideal weight" is an example of which positive listening skill?
 - a) Encouraging
 - b) Planning
 - c) Questioning
 - d) Paraphrasing/
 7. Which of the following is an example of a good open ended question?
 - a) Do you feel you are ready to begin a fitness program?
 - b) Do you have any questions about persons training?
 - c) Are there any exercises that you dislike?
 - d) What made you decide to pursue personal training?
 8. What are the five stages of change?
 9. Demonstrate three solutions to psychosocial support.
 10. Evaluate importance of implementation of a plan.
 11. Why is a review of the implementation process necessary?
 12. Summarize the activities done when reviewing an action plan.

Oral Assessment

1. What is your opinion on client action stage towards achieving a positive change?
2. Identify the importance of client action stage in achieving a desired change.

Case Study Assessment

Richard is a 38-year-old single man who is at intake evaluation session at an addiction treatment centre. He reports to have been caught in possession of marijuana and thus was incarcerated at a rehab. He reports to have occasionally used other drugs since high school. He has had difficulty in creating meaningful relationships with other people especially women. Due to the addiction, he reported to have dropped out of junior college after one semester. He has been in the last 10 years being either unemployed or underemployed. He feels he is capable of a more challenging positions that would guarantee him a better life. He has been living home with his parents. Since his addiction did not pose any health problems, he never took it seriously. He feels his arrest was a wakeup call for him to stop all of substance abuse. He had stopped momentarily as a result, generally it was short lived. Richard has stated that this time it was different and he had already made several steps towards controlling his use including not using any substance for the past 7 days. Therefore, he has sought help from parents and friends. He is thus ready to accept any help whatsoever. Develop an action stage plan to help Richard.

4.3.7.4 Tools, Equipment, Supplies and Materials

- A functional office
- Suitable counselling room/environment
- Recording device
- Smart phones
- Sample of Action plan review template

4.3.7.5 References



- Bandura, A. (1997). Self-efficacy: The exercise of control. New York. H. Freeman and Company.
- Benanno, G.A. (2005). Resilience in the face of potential trauma, current Directions in psychological science 14(3):135-138
- Black, M. (2001) Growing up Alone, UNICEF: London,
- Calhoun, K.S. and B.M. Atkeson. (1991). Treatment of rape victims. Facilitating psychosocial adjustment. Toronto, ON; Pegamon press.
- Greenberg, M.S. and R.B. Ruback. (1992). After the crime: victim decision making. New York: Plenum press.

4.3.8 Learning Outcome No 7: Terminate counselling activity

4.3.8.1 Learning Activities

Learning Outcome No 7: Terminate counseling activity		
	Learning Activities	Special Instructions
7.1 Identify termination issues as per the review.		Group discussions
7.2 Implement termination issues as per organization policy		
7.3 Implement termination plan as per organization policy		Field trips

4.3.8.2 Information Sheet No4/LO7: Terminate counselling activity



Introduction

The learning outcome outlines the meaning and importance of termination in counselling, termination issues and the counselling termination process.

Definition of key terms

Termination in counselling: termination is the last stage of counselling and it marks the close of the deal or relationship.

Organization policy: A set of guidelines and best practices formulated in enhancing employees and customer welfare. It defines what is or not permitted within the organization or institution.

Counselling: It is giving advice to a person on social or personal problems. It is mostly done by a trained person on a professional basis to help resolve a particular or existing problem.

Content/Procedures/Methods/Illustrations

7.1 Termination issues are identified as per the review

Termination issues: These are issues resulting to dismissal or end of a contract because of various reasons like poor performance and incompetence.

Termination of issues are identified through the following

- When the counselling relationship has reached an impasse. That is a situation in which no progress is possible or it has reached a deadlock.
- When the client presents need beyond the counsellors area of expertise.
- Failure of client to participate in therapy example failure to attend sessions.
- The counsellor is unable for appropriate reasons to continue providing care, example relocation of the counsellor or retirement.
- Attainment of goals of the counselling.

7.2 Termination issues are implemented as per organization policy

Implementation is a way of executing a plan or putting a decision to an effect.

How termination issues are implemented as per organization policy

Before terminating a contract, the following policies need to be observed as per the organization policy:

- Consider the reason: Before you terminate a contract, first articulate the reason for terminating a counsellor, a summary of what the causes of bringing to an end of a particular contract i.e. if the dismissal is a result of poor performance, theft, breaking company information to strangers articulate them correctly and present them to the employee together with the termination letter.
- Consider whether the employee falls into a category that is protected by law. Employees may not be discriminated against on the basis of race, religion, national origin, marital status, disability and certain factors. This does not suggest that such protected employees should be cognizant of a potential discrimination claim to come into conclusion for taking the action against an employee in a protected classification. Employers should also consider whether a termination or series of prior terminations has a disparate impact on a particular group.
- Consider any applicable collective bargaining of an individual and counselling activity. Most employees are employed at will, meaning they are not guaranteed a job for any fixed period and may be terminated at any time for a good reason, a bad reason or no reason at all, as long as it is not an illegal reason such as discrimination. Many employers have an employment handbook or other written policies that reiterate such employment-at-will status are collective bargaining and individual employment agreements.
- Consider possible retaliation allegations. Employers are often annoyed when an employee voices concerns or files a written complaint about discrimination, harassment, wage-hour violations or requests an accommodation for a disability or religious belief and related issues.
- Consider the need to protect confidential information. Certain employees may have particular access to confidential or sensitive information about the employer and/ or its clients. It may be harmful to the employer if the employee is able to remove or utilize such information post-employment. The employer should take care to ensure that the employee has returned all confidential information and company property and has not downloaded confidential and sensitive information. Employers may for instance wish to consider disabling the employees' access to its computer systems and other property just as the termination is being implemented.

7.3 Termination plan is implemented as per organization policy

Termination plan: A plan scheduled to terminate or revoke an employment contract.

How termination plan is implemented

Ending employment is a tough task, regardless if it is as a result of performance fit, undesirable behaviour, shortage of work or any other reason. The decision to terminate an employee can be both emotional and frustrating. If not handled correctly it can also result in expensive litigation.

- i. Reminding the clients of the approaching end of the sessions with the counsellor. This should be done 2-3 sessions prior to the end.
- ii. Spacing out the last few sessions. This is done if the counsellor and the client are not limited to a certain number of sessions.
- iii. Review of the progress made between the counsellor and the client since most of the clients tend to neglect credits to them.
- iv. Allowing the clients to express themselves on topics surrounding the termination process.
- v. If possible have an “open door policy” where by the client may come to return a few months or years just to “re-focus or check in”
- vi. Review the skills and tools that the clients have acquired from the counselling process.

Importance of implementing termination plan

- For easy review in case of legal litigations
- Provides evidence in case of any mixed up in termination
- Gives guidelines on how the process was conducted
- Ensures fairly and accountability
- Ensures there is transparency in terminating any plan

Advantages of implementing termination plan

- Helps to estimate fees involved and competitive bidding can greatly reduce fees
- Completing a termination plan is complex, time consuming and challenging however carefully termination planning and engaging qualified advisors will make the process manageable and help you achieve the desired financial results
- Helps reduce risk associated with unavoidable shortage of funding
- Health: Care coverage continuation
- Payments such as moving expenses, attorney’s fees, damages and interest on bank pay are catered for.

Conclusion

The learning outcome outlined the meaning and importance of termination in counselling, termination issues and the counselling termination process.

Further Reading



1. Read more on counselling actions by Dryden, W., & Reeves, A. (Eds.). (2008). Key issues for counselling in action. Sage.
2. Further read on person centred counselling Mearns, D., Thorne, B., & McLeod, J. (2013). Person-centred counselling in action. Sage.
3. Study on cognitive behaviour by Trower, P., Jones, J., Dryden, W., & Casey, A. (2011). Cognitive behavioural counselling in action. Sage publications

4.3.8.3 Self-Assessment



Written Assessment

1. Which is not the possible cause for counselling termination?
 - a) Criminal acts
 - b) Breach of workplace policy
 - c) Overdoing the work given
2. How do you prepare clients for termination?
 - a) Practically address termination
 - b) Chase them away
 - c) Empowering clients integrate their experiences
3. Which is the best way of terminating counselling?
 - a) Call them for a counselling session
 - b) Engage them via a written communication.
 - c) Refusing to speak to them
4. How is termination counselling done?
 - a) Through guidance
 - b) Teaching
5. Who is supposed to offer termination counselling?
 - a) A teacher
 - b) A professional
 - c) A doctor
6. Identify ways of terminating a plan.
 - a) Provide a rollover notice to participants.
 - b) Notify all plan participants and beneficiaries.
 - c) Telling everyone not involved in the office about the plan.

7. Ways of identifying termination issues.
 - a) Failure to follow company policy.
 - b) Breach of contract.
 - c) Excellent work.
8. What are the possible causes of termination?
9. How do you deal with the termination?
10. How do you counsel termination activities?
11. What factors contribute to termination counselling?
12. Where termination counselling should be conducted?

Oral Assessment

1. Who offers counselling?
2. What is termination?
3. Outline characteristics of a good counsellor?

Practical Assessment

Visit a counselling department near you; identify how they terminate counselling sessions, the possible causes of termination and how they implement the termination plan.

4.3.8.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped simulated operations training office
- Tables
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders
- Suitable counselling room/environment

4.3.8.5 References



- Dryden, W., & Neenan, M. (2004). Rational emotive behavioural counselling in action. Sage.
- Jacobs, M. (2004). Psychodynamic counselling in action. SAGE Publications Limited.
- Sheldon, B. (2011). Cognitive-behavioural therapy: research and practice in health and social care. Routledge.

4.3.9 Learning Outcome No 8: Referral

4.3.9.1 Learning Activities

Learning Outcome No 8: Referral	
 Learning Activities	Special Instructions
8.1 Prepare client as per SOPs 8.2 Prepare referral notes as per SOPs 8.3 Establish Client consent 8.4 Select appropriate referral institution as per the client's needs	Discussions Interviews Practical

4.3.9.2 Information Sheet No4/LO8: Referral



Introduction

This learning outcome covers the meaning, advantages and importance of client referral. It also explains the preparation of clients for referral, obtaining client's consent for referral, preparation of referral notes, and the selection criteria for an appropriate referral institution.

Definition of key terms

Client Consent: It is an understanding of a client before they take part in research.

Client Referral: It is a system of promoting products to new customers by referring them to it.

Content/Procedures/Methods/Illustration

8.1 Client is prepared as per SOPs

A client is a person who gets services or advice from a professional person or company.

Importance of client consultations as per SOPs

Client consultations are important in any business to be successful. It helps the client to keep consultation records for later reference. It also minimizes the risk of a claim against you.

Key to effective client communication

- Paying attention to your tone of voice.
- Being friendly to your client.
- Be attentive and a good listener.
- Speak the client language and be clear while communicating with the client.
- Provide service with a smile and politely.

- Be able to communicate properly.
- Identify and know all the products you are selling to your clients.
- Be consistent and remember all your details.
- Collecting customer feedback shows you value their opinions. By asking your clients questions you communicate and show that their opinion is important.
- Listening to their voice helps you create strong relationship with them

Ways of talking to a client

- You should not interrupt your client while he or she is talking, listening to the client is very important.
- One should maintain eye contact and take short notes if possible.
- Nod your head while smiling to show that you are listening.
- Try to understand what the client expectations are.

Client Preparation

This is the second phase of treatment after welcoming the client.

When talking to a client you should be able to use a planning tool, ask lots of questions, do more research about their business and competitors, take notes, bring in the experts to proceed with the work with a welcome pack.

Steps of dealing with an aggressive customer

- i. You should stay calm when dealing with an aggressive customer because your immediate response may lead to a fright. Be kind and don't argue.
- ii. Listen and try to understand, a need to understanding will lead to solving the problem.
- iii. Find a solution in solving the problem or ask them to leave.
- iv. Set a time to follow up with them and be sincere. Weigh the consequences and consider a one-time deal that worked for you, apologize and say thank you.

8.2 Referral notes are prepared as per SOPs

A referral note is a piece of writing on a book which gives more information about something written in main parts.

Preparation of referral notes

Consider what other services are involved in while preparing notes. One should always prepare a written referral to write down all the details for the client to take home. Where possible, a referral is written stating the purpose of the referral information. Organize the referral for the client; this may include the worker attending the first appointment.

Reasons why a consumer needs referral notes

- Having referral notes can multiply the number or maintaining of customers. Your goal as a consumer should be to have your customer telling similar stories about your products.

Steps of preparing referral notes as per SOPs

- i. Link referral to assessment like to help your client think of specific people he knows.
- ii. Write the referrals names on cards.
- iii. Ask qualifying questions about the referrals to the customer.
- iv. One should have the referrals contact or address.

Importance of referral notes

- Information acquired from friends, family and neighbours is trusted more.
- Referrals remind customers why they choose to work with their company.
- Customers feel like they are part of the company and they are likely to stay with your company due to fear of engaging with new customers because of expenses.
- Referrals also shows progress in your business and it clearly tells that the business is managing well.

8.3 Client consent is established

A client is the confirmation in accordance to the client rights, agreement and being made aware of the benefits you are associating in.

Importance of obtaining client consent

- The most important goal is that the client has an opportunity to be informed of reasonable alternatives and benefits.
- A client can view the samples of your referral and come up with a decision.
- A client comes up with a clear understanding.
- Confidentiality, need to assure your client what is said, is what will be done.
- Informed consent to the client may help in cases where large risks may occur.
- Communication and respect make obtaining consent and it's important to understand what is involved.

Best practices which apply to client consent

- **Being clear and specific:** Helps to explain information in clearest terms possible and your purpose for doing so
- **Providing a list of providers:** Identifies the specific names or reference of persons who released the client's information
- **Demonstrating value of participation:** Helps to identify the specific names of persons and types of providers
- **Ensure comprehension of client consent:** Helps to assess information to be shared

- **Taking commitments seriously:** provides a brief overview of how information will be transferred
- **Going to digital and client forms:** purpose in collecting and sharing of information

8.4 Appropriate referral institution is selected as per the client's needs

How a referral institution is selected?

- By reviewing meetings, feedback on referral institution.
- Through rapid assessment of referral care system.
- Challenges facing referral system.
- Through referral system.
- Through referral strategy, measure and evaluation.
- Going through referrals guidelines and care.

Importance of a referral institution

- It ensures all clients have access to the highest standard possible
- Enable consumer to know who is seeking an appropriate level of care
- It is easy to locate the facility
- It serves clients for a long period of time
- It shows reports on what is the key and important

Conclusion

This learning outcome covered the meaning, advantages and importance of client referral. It also explains the preparation of clients for referral, obtaining client's consent for referral, preparation of referral notes, and the selection criteria for an appropriate referral institution.

Further Reading



Read more on:

1. The influence of participation on positive word of mouth and referrals; journal of services marketing by RA Prince
2. Referral, American journal of 2010 BG Druss SA Von Esenwein

4.3.9.3 Self-Assessment



1. Which practices apply to client consent?
 - a) Referral institution
 - b) Content establishment
 - c) Being clear and specific
 - d) Coming up with decisions
2. Identify the steps of preparing referral notes as per SOPs?
 - a) Write the referral names on cards
 - b) Demonstrate value of participation
 - c) Understanding a client
 - d) Listening
3. What is a client consent?
 - a) Confirmation in accordance to the client rights.
 - b) Client preparation
 - c) Immediate response to client
 - d) Arguing with a client
4. How should one talk to a client?
 - a) Rudely
 - b) Shouting
 - c) One should maintain eye contact
 - d) One should not pay attention
5. What are the key effective to a client communication?
 - a) Paying attention to your tone of voice
 - b) Preparing client referrals
 - c) Preparing clients to get information
 - d) Getting advice from a professional
6. What is the importance of a client?
 - a) Getting money
 - b) Client consultation
 - c) Client referral
 - d) Obtaining client consent
7. How is a referral written?
 - a) Stating the purpose of referral information
 - b) Understanding lead to solving the problem
 - c) Feeling as part of the referral
 - d) Organizing the referral
8. How do you talk to a client?
9. Identify the meaning of referral institution?
10. Outline the advantages and importance of client referral?
11. How does one prepare a client for referral?

12. Which are the best practices in establishing clients' consent.

Oral Assessment

1. State the importance of referral notes.
2. Why should we enhance effective client communication?

Practical Assessment

Develop a client referral plan indicating the referral notes.

4.3.9.4 Tools, Equipment, Supplies and Material

- Tablets, Smart phones.
- Tables.
- Recorders.
- Laptops/Computers.
- Suitable counselling environment.
- Notebook, pen.
- Whiteboard.

4.3.9.5 References



- Juffer, F, & Van Ijzendoorn, M. H (2005). Behaviour Problems and Mental Health Referrals of International Adoptees.
- Skiba, R, J, Peterson, R. L & Williams, 7. (1997). Office Referrals and Suspension. Disciplinary Intervention in Middle Schools.
- Topa, G. (2011). Labour Markets and Referrals. In Handbook of Social Economies (Vol. 1. PP. 1193-1221). North. Holland.

4.3.10 Learning Outcome No. 9: Maintain counselling coded records

4.3.10.1 Learning Activities

Learning Outcome No. 9: Maintain counseling coded records		
	Learning Activities	Special Instructions
9.1 Maintain client confidentiality as per SOPs		Group assignments
9.2 Ensure the safety of the records as per SOPs		Discussions

4.3.9.2 Information Sheet No. 4/LO9: Maintain counselling coded records



Introduction

This learning outcome covers: maintaining client confidentiality and ensuring safety of the records as per the standard operating procedures.

Definition of key terms

Coding: It is the process of giving instructions to a computer that allows it to represent letters to function in a certain way. The coding system can be defined as a system of signals that are used to represent letters or numbers in the passing of messages.

Record management: It is the process that ensures records are created and maintained so as to ensure an organization functions effectively.

Client confidentiality: It is the principle of not disclosing confidential information about a client to a third party.

Content/Procedures/Methods/Illustration

9.1 Client confidentiality is maintained as per SOPs

Client confidentiality principle states that an institution or organization should not reveal information about their clients to a third party without their consent or any legal reason. Client confidentiality is core in the workplace because it builds and maintains trust and ensures open and honest communication from the clients. Workplace confidentiality can be defined as keeping the employee-customer and client's personal information private. A client, however, should be prudent enough not to share any information that could be too sensitive to a third party. This helps to maintain a professional attitude at work. Confidentiality entails handling professional details of the client with a lot of prudence and denying access to third parties of those details. Confidentiality also comes in when a client is made aware of what files they can access in an office. Lack of confidentiality could lead to the loss of clients, which in turn has an adverse effect on the company. Instances of fraud occur when

confidential information is mishandled. Some people can misuse that information to satisfy their own selfish desires like, discrimination and fraud.

Lack of client confidentiality can lead to loss of client trust, confidence and loyalty will often result in loss of productivity of the entire organization. Confidential information in an organization includes three categorical examples such as client information, management information and finally business information. A client's personal information includes details like their home address, telephone number, email address, parents surname, internet password or even driver's licence number. Management information entails details such as those of disciplinary actions, layoffs, terminations, investigations of client misconduct and so on. Disclosure of such sensitive information can seriously damage the morale of the organization. Organizational business information includes their business plan, their financial data, budgets and forecasts, client customer list, membership of clients, etc.

How to maintain Client confidentiality

- Written policies regarding confidentiality should be developed. These kind of policies describes the type of information to be considered to be confidential and the processes organizations ought to engage in to ensure the protection of the confidential information.
- Folders should be kept separately, especially those that contain the medical information of the clients.
- All confidential information should be kept in locked file cabinets and should only be accessible to those entitled to it.
- Electronic data that may be confidential should be protected through using firewalls, encryptions, and passwords.
- Clients should clear their working benches of any confidential information before leaving work at their departure
- The clients should avoid leaving confidential information visible on their computer screens before leaving for home.
- All confidential information should be labelled as confidential information either in writing or by electronic marking.
- There should be no printing of any confidential information
- Clients should avoid sharing any confidential information through the use of email.
- Setting a limit on chances of acquiring any client's confidential data e.g. their bank accounts, unless it is integral and necessary.
- All organizations should have their confidentiality policies reviewed to ensure they comply with the state laws.
- Training clients on confidentiality policies. They should be educated on the confidentiality issues and the organization's policies and procedures; which they should follow to the core. This would be effective especially if such training is included in the orientation exercise.

- The client should be trained on how to protect the sensitive information handling sensitive data from the organization.
- The organization should also create an effective employee exit plan for cases where a client breaches their code of conduct or their contract. An exit plan should include terms such as legal action, consequence and immediate dismissal. It should also mean that the employee accounts should be disabled.
- Create /make contracts that lack a non-disclosure agreement

9.2 Records are safely secured as per SOP

Records are created by an organization in their daily activities or in pursuance of their legal obligations. Records include books, memos, accounts, drawings, optical disks and graphics that function as evidence of the activities performed in an organization. They also include legal papers, inventories, enclosure papers, accounting papers and property records. Record management is an administrative task that functions to maintain an organization's record. Record management serves to improve workflow and productivity within the organization. It helps in quick access and retrieval of data, identification, and elimination of redundant data. Advanced technology serves to advance record management strategies to include such like search tools, scanning tools, and classification and also tracking tools'. Record management is important in all kinds of offices.

Advantages of managing records

- Organizing information for retrieval when needed.
- Protecting essential records.
- It ensures compliance with the legal requirements hence avoiding the fines and penalties that may be incurred if one does not comply.
- It reduces risks in litigations, government investigations and the legal discovery process
- It minimizes storage requirements for a given quantity of records.
- It helps in saving time that would have been required in the event of theft or other losses.
- It helps in saving monies that would otherwise be required in record maintenance.

Conclusion.

This learning outcome covered maintaining client confidentiality and ensuring safety of the records as per the standard operating procedures.

Further Reading



Read more on:

1. Client Privacy and Confidentiality Policies by Regen Publications
2. Record Management by Michael Roper, International Records Management.

4.3.9.3 Self-Assessment



Written Assessment

1. Email is private and no one else other than the recipients can look at it.
 - a) True
 - b) False
2. The overalls purpose of an organization's ethical and legal duty to maintain confidentiality is to allow the person served to feel free to make full and frank disclosure of information with the knowledge that the organization will protect the nature of the information disclosed.
 - a) True
 - b) False
3. The duty of confidence is breached by?
 - a) Obtaining confidential information
 - b) Making use of confidential information where one is under a duty of confidence in relation to that information.
 - c) Obtaining confidential information unlawfully.
 - d) By failing to take reasonable care of someone else's confidential information.
4. What is meant by sensitive personal data?
 - a) Data held only by the police
 - b) Personal data such as ethnic origin or political opinions
 - c) Any data in relation to a criminal conviction
 - d) Any data held by an employer
5. When dealing with clients, subject to explanations, to whom can the confidential information be disclosed?
 - a) To the spouse
 - b) To the children
 - c) To only the client
 - d) Any member of the family
6. If your roommate asks you information about a client, would you disclose it?
 - a) Yes
 - b) No

7. Identify the definition which best suites confidentiality.
 - a) Absolute right with no exemptions to freedom from unnecessary intrusion into our lives
 - b) Right of clients under all circumstances to keep information about their organization
 - c) Promise on the part of psychologists/ social works to keep information private
 - d) All the above
8. Identify five advantages of record management.
9. Highlight five examples of record fraud present in many offices.
10. Evaluate the concept of client confidentiality.
11. Explain five advantages of encryptions/passwords in an organization.
12. Examine how records can be kept safe from fraudsters.

Oral Assessment

1. How can the company succeed in upholding the confidentiality agreement as required by the law?
2. What is confidentiality agreement?
3. Demonstrate steps to be followed to succeed in upholding confidentiality as required by the law of an organization?

Practical Assessment

1. Use questionnaires to assess what the clients think of the company X in regards to the confidentiality policies.
2. Pick a company Y and write a report on the assessment of the clients' feedback regarding the confidentiality policies.

4.3.9.4 Tools, Equipment, Supplies and Material

- A functional office
- Tables
- SD cards and card readers
- Suitable counselling room/environment
- A Catalogue-Records

4.3.9.5 References



Adam Henshall, (2019), Records Management Process

Jules Harpen (2010) confidential information, employee Handbook

CHAPTER 5: RESOURCE MOBILIZATION AND FUNDRAISING

5.1 Introduction of the Unit of Learning/Unit of Competency

Resource mobilization and fundraising is a unit of competency offered in TVET level 6 Social Work and Community Development course qualification. This unit cover the competencies required to carry out resource mobilization and fundraising. It entails institutionalizing resource mobilization, prepositioning, identifying funding gaps and opportunities and pitching for funding. The significance of resource mobilization and fundraising to TVET level 6 Social Work and Community Development curriculum is to equip learners with knowledge and skills to demonstrate resource mobilization and fundraising for projects.

The critical aspects of competency to be covered include; demonstrated ability to form resource mobilization team, formulate and implement resource plan, monitor and evaluate resource mobilization and develop prepositioning tools. Other aspects required are; demonstrate ability to map potential donors, document successful stories and identifying funding gaps and opportunities. The basic resources required include; video cameras, tablets, smart phones, SD cards and card readers, TFT screen, recorders, stationery, reference materials.

The unit of competency covers 4 learning outcomes. Each of the learning outcome presents; learning activities that covers performance criteria statements, thus creating trainee's an opportunity to demonstrate competencies stipulated in the occupational standards and content in curriculum. Information sheet provides; definition of key terms, content and illustration to guide in training. The competency may be assessed through written test, demonstration, practical assignment, interview/oral questioning and case study. Self-assessment is provided at the end of each learning outcome. Holistic assessment with other units relevant to the industry sector workplace and job role is recommended.

5.2 Performance Standard

Institutionalize resource mobilization, carry out prepositioning, identify funding gaps and opportunities and pitch for funding as per organization policy and standard operating procedures.

5.3 Learning Outcomes

5.3.1 List of Learning Outcomes

- a) Institutionalize resource mobilization
- b) Prepositioning
- c) Identify funding gaps and opportunities
- d) Pitch for funding

5.3.2 Learning Outcome No 1: Institutionalize resource mobilization

5.3.2.1 Learning Activities

Learning Outcome No 1: Institutionalize resource mobilization.		
 Learning Activities	Special Instructions	
1.1 Form a resource mobilization team as per organization policy 1.2 Formulate resource mobilization strategies as per SOPs 1.3 Develop resource mobilization plan as per organization policy 1.4 Implement resource mobilization plan as per organization policy 1.5 Develop and implement monitoring and review of the resource mobilization plan as per organization policy	Illustrations Group discussion Written assessment	

5.3.2.2 Information Sheet No5/LO1: Institutionalize resource mobilization



Introduction

The Learning outcome covers the meaning and importance of resource mobilization, types of resources and approaches used in resource mobilization. Meaning and reasons for fund raising, types of fundraising, fund raising process, formation of a resource mobilization team, and resource mobilization strategies is covered. Development and implementation of resource mobilization plan and monitoring and review of the resource mobilization plan.

Definition of key terms

Resource Mobilization: Refers to all activities involved in securing new and additional resources to an organization as well as making better use of resources and maximizing their existence.

Content/Procedures/Methods/Illustrations

1.1 A resource mobilization team is formed as per organization policy

A resource mobilization team is formed by an organization to help them make better use of the available resource or in securing new and additional resource for their activities.

Types of resource

There various types of resources. The following are major types of resources.

- Human resources
- Natural resources
- Capital resources

For proper resource mobilization it important that a team is formed that will be used in identifying and mobilization of the resources. The team having the required skills, talents and contacts are formally identified and monitored to ensure they perform their responsibilities for the success of resource mobilization. The following should be done when formulating a team;

- Nominate a resource mobilization lead person with the requisite skills to provide support and direction to RM efforts, liaising closely with relevant colleagues
- Consider assigning specific partner/client liaison roles/focal points to employees
- Encourage all team members to utilize every opportunity to engage partners/clients and promote the organization, its strategic directions and its service offerings
- Integrate RM as part of the team's strategic priorities to ensure RM progress is reported on and monitored (e.g. as an agenda item in team meetings, reports from missions, etc.)

Steps used in formulating mobilizing resources

i. The Planning Phase

A situation analysis of the external resource environment is required in order to discover what resource mobilization opportunities may exist and how best to approach potential resource partners. The resource requirements of the programme should be examined and a plan developed on how to engage the likely resource partners. The planning phase should ideally establish a resource mobilization strategy and plan, in describing how particular resource partners will be targeted and set which resources.

ii. The action implementation stage

This phase is broken down into a five-step process and don't follow a sequence

- Identify
- Engage
- Negotiate
- Manage and report
- Communication report

iii. The reflect phase

Here the resource mobilization effort is monitored and evaluated. Specialists reporting on success and failures and working through lessons learnt in order to tailor and refocus the initiative to maximize success.

1.2 Resource mobilization strategies are formulated as per SOPs

Resources mobilization strategies are methods and activities involved in securing new and additional funds for an organization. It involves making better use of, and maximizing, existing resources or plans used to accomplish the organizations desire to acquire more resources.

Steps in formulating resource mobilization strategies

- i. A quick check, i.e. are you ready to sort.
- ii. Review the resource requirements for the programme framework as well as specific programme.
- iii. Analyse the external resource environment.
- iv. Establish the good and intended outcomes as the resource mobilization strategy as well as guiding principles set resource partner engagement.
- v. Identify potential resources partners and match resource partner's interests.
- vi. Develop an action plan.
- vii. Develop means to monitor and evaluate the progress of the resource mobilization plan.

1.3 Resource mobilization plan is developed as per organization policy-

Developing resource mobilization plan is the process of organizing resource mobilization ideas. It includes answering questions like;

- What is the target?
- By when?
- How will you reach out to funders?
- What are the key actions for securing resources

Importance of developing resource mobilization plan

- A resource mobilization plan is important in helping an organization come up with resource mobilization ideas. It is often advisable to use the services of an expert to guide the process and provide an outside viewpoint.
- The importance of developing a resource mobilization plan is that it leads to planned upfront, pipeline resources, creates joint ownership and accountability.
- It leads to comprehensive services delivery and broad impact and coordinates the approach to partners or clients.

The organization is able to analyse the external resources environment after which it is necessary to analyse how to maximize strengths and maximize the weaknesses and threats. Resources mobilization is developed by making the match between an

organization comparative advantage, priorities and partner's interest. Resource mobilization can be summarized in the following cycle:

- Plan
- Act
- Reflect

1.4 Resource mobilization plan is implemented as per organization policy

Implementing of resources mobilization plan means that the organization decides to carry out the plan and execution of ideas so that it becomes a reality, the organization communicates clear goals and expectations needed for it to implement the plan. A resource implementation plan follows the following procedures:

- Designing a mobilisation plan.
- Select the key elements as a resume mobilisation plan
- Practical steps as the implementation.
 - a) Identity
 - b) Engage.
 - c) Negotiate.
 - d) Manage and report
 - e) Communicating results.
- Introduce incentives for external resource mobilization
- Secure senior management buy-in-top level management is required to facilitate and support execution of this strategy.
- Establish RM advisory board.

Implementation provides an opportunity to share information regarding their information the organisation is required to implement training and install the production solution and also monitor.

Importance of implanting a resource mobilization plan

- a. Enhances the focus of resource mobilization efforts
- b. Reduces confusion
- c. Effective coordination of fundraising approaches
- d. Reduces in-house competition of resources

1.5 Monitoring and review of the resource mobilization plan is developed and implemented as per organization policy

Monitoring is observing and checking the progress or quality of the resource mobilization plan over a period of time. This is a useful process to know whether or not the plan has met its objectives within the given time frame. During monitoring the indicators and targets set by the organization will be assessed to know whether the set objectives are being achieved. When monitoring and reviewing the resources mobilization plan indicates should be written in a smart way for a more detailed description on how to develop strong indicators.

Importance of monitoring and reviewing resource

The importance of monitoring and reviewing of resources mobilization plan is that it helps to organize enhance use of data, incorporate best management practices. It strengthens budget and financial management the organization is able to know if the methods that were used were appropriate and successful. An organization is able to identify the areas that were not covered.

Conclusion

This learning outcome covered the meaning and importance of resource mobilization, types of resources, resource mobilization approaches, meaning and reasons for fund raising, types of fundraising and fund-raising process. Also covered were; formation of a resource mobilization team, resource mobilization strategies, development and implementation of resource mobilization plan, monitoring and review of the resource mobilization plan.

Further Reading



1. Read more on resource mobilization and fundraising by Maruto Kapyepye (2013), Resource mobilization for NGOs.

5.3.2.3 Self-Assessment



Written Assessment

1. Resource mobilisation is important to an organization?
 - a) True
 - b) False
2. What is policy?
 - a) Guidelines
 - b) Strategy
 - c) plan
 - d) policy
3. Which of the following is not a type resource?
 - a) Economic resources
 - b) Physiological resources
 - c) Natural Resources
 - d) Data Resources

4. Resources mobilization helps an organization become productive in all ways except
 - a) An organization is able to invest and be secure
 - b) An organization is able to maximize its resources
 - c) Support organizational sustainability
 - d) Organization employee become wealthy
5. Are organizations entitled to funds?
 - a) They have to earn it
 - b) Yes, they are entitled
6. Is it important for an organization to have rescue mobilization strategies?
 - a) Yes
 - b) No
7. For resource mobilization to occur must be present
 - a) Means of communication
 - b) Cooperative relationships
 - c) Leadership
 - d) All of above
8. Demonstrate how resource allocation helps an organization.
9. Describe how an organization develops a resource allocation.
10. Examine the necessity of resource mobilization in an organisation.
11. Evaluate the importance of transparency in resource mobilization.
12. Summarise the fundraising process.

Oral Assessment

1. Give the advantages and disadvantages of monitoring and reviewing of resources mobilization?
2. Identify some of the qualities to be considered when forming a resource mobilization team?

Case Study Assessment

Santa's organization developed a resource mobilization plan and for over two years the organization has been conducting fundraising events, but nobody knows how the funds are used. The company was not accountable and it was soon discovered that the funds were being handled inappropriately.

- a) Form a resource mobilization team
- b) Develop monitoring plan for resource mobilization

5.3.2.4 Tools, Equipment, Supplies and Materials

- A functional office
- Tablets
- Smart phones
- Stationery
- Reference materials

- Monitoring plan template

5.3.2.5 References



Catherine A. Maritan (2017). Resource Allocation and strategy, Gwendolyn, K publishers.

Maruto Kapyepye. (2013). Resource Mobilization for NGO'S in the developing world
Network of African National Human Rights Institute (MANHRI), (2015-2019)

5.3.3 Learning Outcome No 2: Prepositioning

5.3.3.1 Learning Activities

Learning Outcome No 2: Prepositioning		
 Learning Activities	Special Instructions	
2.1 Develop prepositioning tools as per SOPs 2.2 Map potential donors as per organization policy 2.3 Conduct strategic engagement meetings as per organization policy 2.4 Document success stories, most significant change stories and good practices as per organization practice	Discussions Written Direct instruction	

5.3.3.2 Information Sheet No5/LO2: Prepositioning



Introduction

This learning outcome covers carrying out preposition. It entails the meaning and importance of preposition, documentation of success stories and preparation of prepositioning tools, mapping for potential donors and performing strategic forums.

Definition of key terms

Mapping: This is an exercise of identifying existing stakeholders or resources that can be used in funding sources.

Donors: This is a person or organization that gives funding support for implementation of specific projects.

Content/Procedures/Methods/Illustrations

2.1 Prepositioning tools are developed as per SOPs

Prepositioning is the process of identifying personnel and resources required to implement certain project activities and positioning them strategically for utilization. This is an important exercise that ensures the funding sources are well defined and located. It helps in reduction of time wastage and proper resource utilization.

Advantages of prepositioning tools

- The tools available are according to an organization to be pre-approved.
- The map shows locations of prepositioning faster.
- Enable products to be delivered easily.
- The selection of prepositioning.
- The location.

Areas where you can find prepositioning tools

- They are found in defence logistics.
- In oversight and accurate tools.
- They can be found using clear and accurate tools.

When prepositioning tools can be found;

- They are mainly located in locations where needed.
- They can be found in supplier selection area.
- They can be found in review of methods and concepts.
- They can be found in located preposition tools online.

Effective prepositioning tools have the following characteristics

- Optimal decisions for prepositioning tools and supplies.
- Immobilizing emergency cases.
- Tools and practices in the community.

2.2 Mapping of potential donors is done as per organization policy

Mapping of potential donor is the process of designing, outlining, and charting a donor's engagements, interactions, and activities with your organization. A map outlines the steps your organization will follow to deepen your relationship with a donor. Donor mapping can only cover specific donors such as; government programs, agencies like women groups.

Objectives of potential donors;

- Ensure that donors avail themselves.
- Aims to improve potential donors by responding more collaboratively to durable solutions.
- Donor and partner commitment over time decreases.
- Working through national and groups to gather and pursue research.
- Conducting training to local and national authorities in groups who work in the specified field.
- Access to basic appropriate assistance.
- Support socio-economic development that will benefit the donor and host communities.
- Promote educational, protection to the donor and their host communities.

Benefits that donor mapping

- It helps in broadening your donor base by identifying new donors for us.
- It increases chance of getting donors with high potential for a match with our organization projects.
- Donor mapping is done exclusively by foundations giving large and small families foundation. It funds donor globally thus enable to develop programs.

Mapping of new potential donors

- Through overall fund seeking strategy in areas where you should start your donor research and identification.
- Looking for proposals on where to work.
- Starting donor mapping by understanding aspects which make some opportunities.
- Donor research tools and techniques.

Documentation of potential donors

- The mapping document contains the methods and approach applied during mapping.
- It contains the body, summary of mapping and conclusions.
- It also contains steps used in carrying out research.
- It contains contact information, details, contact of the background information on the donor.
- Focus on the overview of various funding.
- Listing countries where the investigation took place.
- It contains application procedure on information and some of the guidelines.

Strategies for searching for donors

- Look up for foundation agencies.
- Begin your research by seeking information and sources of funds.
- Explore in common search for detailed information.
- Looking at common platforms.
- Key considerations to guide you through the process.
- Prospect table to summarize detailed donor aspects.
- Application process and considerations that you might want to understand and complete the process with the best of your capabilities.

2.3 Strategic engagement meetings are conducted as per organization policy

Strategic engagement is a method used in building relationships with the identified donors. The donors are invited to a meeting where the objectives and target for funding are discussed.

Tips of developing effective engagement meetings

- You need to have a solid plan
- Define the scope of your engagement process
- Know your limitations and barriers
- Identify anything that may affect your decisions and stakeholders
- Create objectives and work to create the best possible outcome
- Choose your targets and goals
- Create your timeline with appropriate dates

- Make it easy for people to participate on any gadgets they have
- Have a post engagement plan

Importance of strategic engagement meetings as per organization policy

- It helps in building involvement and bring out sense to a new future
- It creates adequate time in planning all the steps and process.
- It is important to be strategic about how we organize our engagement in the meetings
- It helps in identifying small companies and state in their involvement
- The role of strategic engagement is important for the success of the project delivery
- Strategic engagement meetings are important in delivering a successful project
- It approaches the communication and skills used in carrying out various activities during meetings

Participants to be invited in engagement meeting

- Potential donors
- Key stakeholders
- Community contact people

2.4 Documentation of success stories, most significant change stories and good practices is done as per organization practice

Documentation of success stories are when the project start bringing out good results, positive change and it benefits people. A success story is an achievement a person or an organization has made and has had monetary outcomes.

Importance of documentation and success stories

- When you have a great success story you are making a difference in people's lives.
- It provides readers with real life examples.
- It enlightens one on how to advance while documenting and sharing a proven success story.
- For a story to be a success it's important to analyse various events, objectives and goals.
- Documenting of success story is important in that it's a suitable way to present your report.
- Values on how your story is intended to be useful in a program.

Advantages of documentation of success stories

- It creates visibility of the value on the story collected.
- It provides readers with real-life examples.

- It enables one to get a benefit because he/she might find a solution in what the organization is you are looking for.
- They are helpful in educating the public.
- It explains how stories can be drafted and one may pick up some ideas.

Steps used in making documentation success

- i. Analysing various events
- ii. Making objectives and having goals.
- iii. How to compile your success story.
- iv. How to write the success story effectively.
- v. Collecting information in your area of work.

Disadvantage in making documentation success

- Some stories can be a challenge for users to learn.
- Some stories mainly focus on sharing their stories without managing the projects.
- Some factors may not be secure.

Significance of documentation success

- They help to build a story and get its recognition.
- Enable one to learn how to advance on various story.
- It's a suitable way to present important information.
- Enables one to develop their story out of experience.
- It highlights key points and significance of changes attributed in the story concept.

Conclusion

This learning outcome covered: The meaning and importance of prepositioning, documentation of success stories, most significant change stories and good practices. This is in addition to, preparation of prepositioning tools, mapping of potential donors and strategic engagement forums.

Further Reading



1. Read more on pre-positioning of emergency items from Care International, Interfaces. (2001) pgs 41(3) 223-237.

5.3.3.3 Self-Assessment



Written Assessment

1. Identify the importance of strategic engagement meetings?
 - a) It creates adequate time in planning all the steps
 - b) Application details
 - c) Build an engagement strategy
 - d) Consider motives that can help
2. What is a success story?
 - a) Sharing common understanding
 - b) Understand aspects and some opportunities
 - c) An achievement a person or an organization made
 - d) Documenting sharing
3. What is the importance of documenting stories?
 - a) Provides readers with real world examples.
 - b) Confuses the readers
 - c) Brings out good results
 - d) Brings out sense of documenting
4. What are the significance in practicing good change stories?
 - a) Finding appropriate feedback
 - b) Identifying small companies
 - c) Consider the motives that can help out
 - d) Identifying skills used
5. What is the importance of mapping potential donors?
 - a) It's important when it comes to research
 - b) Identifying small companies and state in the involvement
 - c) It's important when involving members of the public
 - d) Role of stake holder management
6. What are the tips of developing effective engagement?
 - a) Have a solid plan
 - b) Gather work plans
 - c) Take notes
 - d) Define the scope engagement
7. Define the scope of management
 - a) Presentation on a computer
 - b) Presentation on a board
 - c) Presentation on books
 - d) Presentation on a flat surface
8. Define the term documentation
9. Demonstrate steps used to make a documentation a success.
10. What are strategic engagement?

11. What are documentation of success stories?
12. Justify the importance of mapping potential.

Oral Assessment

1. Why are strategic engagement meetings important?
2. What measures good engagement practices?

Practical Assessment

A self-help group requires funds to set up clean water in their area. The fundraising manager has consulted you to prepare the required preposition procedures.

- a) Outline the tools you will use in prepositioning and how they are relevant
- b) Describe procedures you will follow in mapping the potential donors
- c) Describe procedures and consideration you will use to conduct a strategic engagement meeting.

5.3.3.4 Tools, Equipment, Supplies and Materials

- A functional office
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders
- Stationery
- Reference materials

5.3.4.5 References



- Duran, S.Gutierrez, M. A, & Keskinocak. P. (2011). Pre-positioning of emergency items for Care International. *Interfaces*. 41(3), 223-237.
- Rawls, C.G & Turnquist, M.A (2011). Pre-positioning planning for emergency response with service quality constraints, or spectrum, 33(3), 481-498.
- Rawls, Carmen G, & Turnquist M. A. (2010). Pre-positioning of emergency supplies for disaster response. *Transportation research part B. Methodological*, 44(4), 521-534.

5.3.4 Learning Outcome No 3: Identify funding gaps and opportunities

5.3.4.1 Learning Activities

Learning Outcome No 3: Identify funding gaps and opportunities		
	Learning Activities	Special Instructions
3.1 Conduct research on community needs as per SOPs 3.2 Identify gaps based on the research 3.3 Identify relevant funding opportunities as per the gaps identified		Oral assessment Field visits Practical assessment Written assessment

5.3.4.2 Information Sheet No5/LO3: Identify funding gaps and opportunities



Introduction

This learning outcome covers: Community needs research, identification of funding gaps and opportunities as per standard operating procedures.

Definition of key terms

Gaps: These are areas of things missing or are insufficient that hinder the ability to reach an outcome.

Community needs: It is an establishment that seeks to establish the usable strength and resources in the community so as to satisfy the needs of various groups of families.

Funding opportunity: These are financial opportunities provided to individuals, researchers, business persons and organizations to create an enabling environment to help them meet their needs.

Content/Procedures/Methods/Illustrations

3.1 Research on community needs is conducted as per SOPs

Community needs are requirement shared by a group of people living in the same geographical area. To identify community need one will need to perform a research that informs on what needs the community has. A group prioritizes the needs that need to be addressed and the needs that are prioritized the most are the ones that get addressed.

Methods for conducting community needs assessment

- Formal
- Informal

Informal is where one asks for information around with people he/she is familiar with in the community while formal is more of a professional form of research where written survey is mailed to various people.

Characteristics of research methods for community needs

- i. Have a pre-set number of questions to be answered.
- ii. Have a predetermined sample of the number and types of people to respond to the pre-set number of questions.
- iii. It is done by an interview through the phone or a mail research.
- iv. The outcome of the research is tabulated, summarized, distributed, discussed and used for the intended purpose.

Significance of conducting community needs research

- To explore more about what a particular group or community needs are. A good research with a large a sample could give you detailed information than you could get from an observation alone
- To have more knowledge of possible needs that were not seen as a priority or essential to the community or nobody knew they existed
- To obtain a more honest and factual description of community needs than the response you may get publicly
- To help in documenting the needs as may be required when applying for funds
- To make sure that final actions taken are in line with the needs of the community

Reasons for conducting community need assessment research

- When the community requests you to do the research.
- When a member of the group disagrees on a particular point among themselves.
- I case you want to convince external funders that you are addressing the most important need in the community.
- When you want an assurance that you have support from the community for what you are doing.
- When there is absolute doubt as to what the most important community needs are.

Steps followed in conducting community needs research:

- i. Establish the reason for choosing to carry out the research.
- ii. Have the goals you aim to achieve from the research and how the results will be used. The goals and results should relate to the reasons for choosing to conduct the research.
- iii. Ensure you are very ready and prepared to carry out the research.

- iv. Decide on how much time a research should take. The time depends on what is known to exist, size of the target population, reasons for the research and availability of resources.
- v. Decide on the number of people to be asked. If the target population is high, it is not possible to ask everyone directly as compared to when the target population is low.
- vi. Decide on what questions to ask. The questions will depend on the scope of the study.
- vii. Decide on who will give out and collect the research.
- viii. Create a draft of the full study.
- ix. Try out the research on a test group that is composed by same kind of people who will be taking the full research.
- x. Revise the research on the basis of your test group response.
- xi. Conduct the research, tabulate the outcomes, interpret the information at hand and plan for future actions.
- xii. Implement your actions and revisit community needs at regular intervals.

3.2 Gaps are identified based on the research

Funding gaps: It is the money required to finance the ongoing or future projects. Funding gaps happen when there is inadequate or insufficient money to fund the ongoing operations and support research and development based programs.

Funding gaps can be addressed through various ways like;

- Grants.
- Bank loans.
- Angel investors.
- Government incentives.
- Non-governmental organizations.
- Donors and humanitarian actors.

The above key actors on the ground should provide assistance or funding based on people's needs and without discrimination.

Steps in identifying funding gaps

- i. Focus on your area of research. You need to figure out your area of interest and put more focus on it then narrow down to a specific area.
This will help you avoid researching everything.
- ii. Read a lot of research material. The research articles should relate directly to your area of focus as this will help you save on time as you will be able to identify new and already existing funding gaps in your community.
- iii. Keep track of what you read and the gap you have identified. This will help you reach the outcome and find relevant funding opportunities to adequately satisfy the need.

3.3 Relevant funding opportunities are identified as per the gaps identified

Identification of funders

If you have already developed a proposal on the community need it will be much easier to access a funder. Funders are identified through review of previous projects and seeking call for grant proposals. Sending an expression of interest to previous funder telling them of your new need area and seeking funding from them is another method. Different funders may pay different amounts for the same piece of research based on how they value the need you want to address. When choosing a donor or funder, you need to do some study to find out who in your area gives funds to the kind of need you are trying to sell. You need to know some information about the donor after you have made an informed choice about the right donor. This is so because different funders/donors have different interests.

Potential donors' information

- i. Understand what the donor/funder wants based on the goals, mission and concerns.
- ii. Know the practical details of the proposal format and correct timing. In this case you need to persuade your potential funder by having a technically detailed correct and persuasive one.

Funders/ donors prospects

- i. To make a difference in people's lives. Donors want to see their money count and see successful work.
- ii. To have knowledge, understanding, information as well as adding value to their chosen interventions.
- iii. To gain knowledge, understanding and correct information.
- iv. To increase the level of influence in addressing the identified problems in the community.

Conclusion

This learning outcome covered; Community needs research, identification of funding gaps and identification of relevant funding opportunities.

Further Reading



1. Read more on community need analysis from comparing apples to apples: Why the net energy analysis community needs to adopt the life-cycle analysis framework by Murphy, D.J, Carbajales-Dale, M., & Moeller, D. (2016).
2. Read on funding sources for community engagement project from the experience of community engagement for individuals: a rapid review of evidence. Health & social care in the community by Attree, P., French, B., Milton, B., Povall, S., Whitehead, M., & Popay, J. (2011).

5.3.4.3 Self-Assessment



Written Assessment

1. Which one of the following is not a characteristic of need assessment survey?
 - a) Should have a pre-set number of questions
 - b) Outcome of a survey should be tabulated
 - c) Survey is done by taking photos
 - d) Surveys have a predetermined sample of the number and type of people.
2. What do donors want?
 - a) To be praised by others
 - b) To gain knowledge, information and understanding
 - c) To show off
 - d) To gain more money
3. Which of the following ways is used to learn about community need?
 - a) Nominal scale
 - b) Quantitative data
 - c) Interviews
 - d) None of the above
4. Relevant funding opportunities are identified as per the gaps identified. True or false?
 - a) True
 - b) False
5. When should you do a community need assessment survey?
 - a) When the community requires you to do the survey
 - b) When you are idle
 - c) When you want fame
 - d) None of the above
6. Outline three ways to learn about community needs as per SOPs.
7. Elaborate Five reasons why you should do community need assessment.
8. Explain the term funding opportunities and mention two ways of identifying the funding opportunities.
9. Highlight five ways that can be used to address funding gaps.
10. Differentiate between community needs and Standard Operating Procedures (SOPs).

Oral Assessment

1. Differentiate between funding gaps and funding opportunities
2. Summarize the steps followed when identifying a funding gap

Practical Assessment

Conduct a survey on a topic of your choice to identify the most important need in your community and how to get relevant funding opportunities to address the need.

5.3.4.4 Tools, Equipment, Supplies and Materials

- A functional office
- Tablets
- Smart phones
- SD cards and card readers
- Recorders
- Stationery
- Reference materials

5.3.4.5 References



Arroyo, C.G (2008). The funding gap. Washington D.C. The education trust.

Carey K. (2004) the funding gap 2004. Education Trust (fall2004)

Kurdila, J. & Rindflesh, E (2007) funding opportunities for brownfield redevelopment.

Van Dev Roest, H.G., Merland, F.J Comijs, H.C Derksen E., Jansen AP., Van Hout

H.P., & Drees R.M (2009) what do community dwelling people with dementia need?

A survey of those who are known to care and welfare services.

5.3.5 Learning Outcome No 4: Pitch for funding

5.3.5.1 Learning Activities

Learning Outcome No 4: Pitch for funding		
 Learning Activities	Special Instructions	
4.1 Carry out application for funding opportunities as per organization policy 4.2 Establish Strategic consortium as per organization policy. (potential implementing partners and partnership agreements) 4.3 Timely submission and follow up on application for funding as per organization policy. (proposals, expression of interest, letter of enquiry and concept papers)	Group discussions. Research on successful pitch funding procedures. Oral presentations	

5.3.5.2 Information Sheet No5/LO4: Pitch for funding



Introduction

This learning outcome covers; application for funding from willing individuals, investors and financing institutions, formation of strategic consortiums and submission of funding applications.

Definition of key terms

Strategic consortium: It entails formation of partnerships with individuals having a common objective of sourcing for funds as per the existing organizational policy.

Application for funding: It is the process or procedure followed so as to secure funds from willing donors, investors or even the bank.

Proposal: A set of procedures to a desired end that an individual or a group of people wishes to complete at a given time.

Content/Procedures/Methods/Illustrations

4.1 Application for funding opportunities is carried out as per organization policy

Organizations always require funds to operate. Funds are obtained by applying to call for funding or to potential funders. The following factors should be considered when applying for funding opportunities;

- Consultation with the potential funder.
- Concept review; whereby applicants submit a brief budget and implementation plan.

- Detailed application package is prepared and reviewed.
- Award and implementation of the fund by the organization.

The following are sources of funders to be identified

- Investors
- Bank
- Donors
- Families and friends
- Microfinance institutions and loan

A funding application on the other hand should be:

- Short and to the point so as to avoid repetition.
- Ensure that the funder guidelines are followed to the latter.
- Explain who you are to the funder.
- Describe the issues and a possible solution.
- Ask for funding in your project.
- Avoid use of jargon and repetition.
- Offer applicable example.
- Be positive that your application will pass through.

Procedure of Applying a Proposal

Step 1: Agree with the funder in regard to the existing problem.

Step 2: Explain your aim and desired goals to be achieved.

Step 3: Design how you plan to achieve desired goals and objectives.

Step 4: Be sure of the fund source by doing a background check.

Step 5: Submit your proposal to the funders.

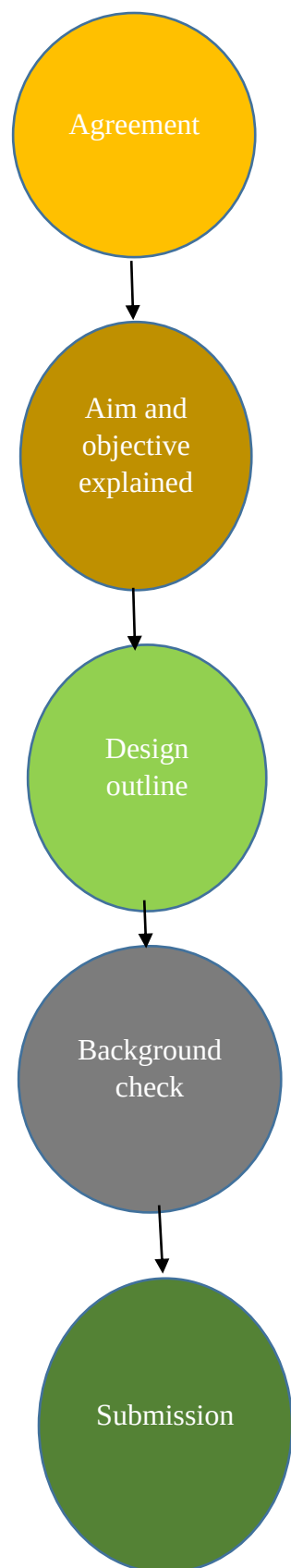


Figure 3: Procedure of Applying a Proposal

4.2 Strategic consortium is established as per organization policy

This entails the coming together of different stakeholders so as to pull resources. In order for this to work, individuals must have similar objectives. This can only be done when the potential source of fund has been identified. For instance, when the source of fund is from the bank, all parties involved have to agree to the terms and conditions. Strategies that may involve agreement protocols in regard to legal issues have to be considered. This is done so as to eliminate any set back that may arise in case of a conflict. Examples of strategic consortiums include;

- Signing partnership agreements
- Coming up with a proposal
- Project objectives to be met are outlined
- A detailed project funding budget.

Steps on how to establish a successful consortium

Step 1: Share ideas with potential partners.

Step 2: Choose from the group the best fit.

Step 3: Plan on how to go about achieving desired objectives.

Step 4: Implementation of outlined process for a desired end.

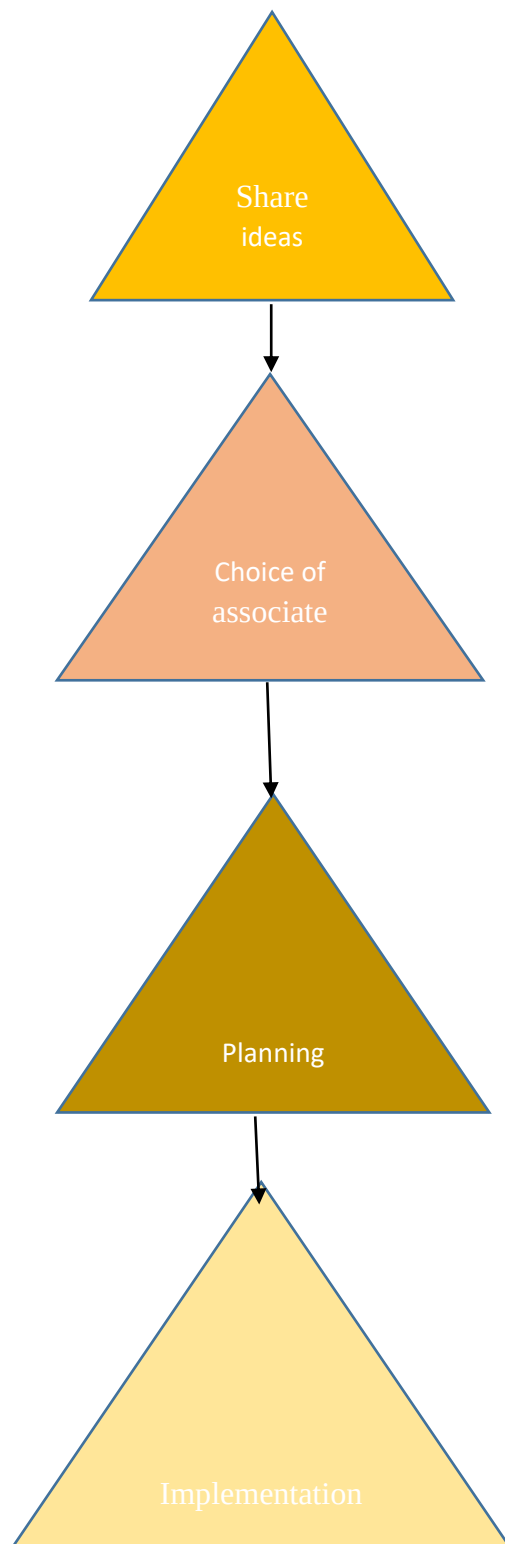


Figure 4: Steps on how to establish a successful consortium

Strategic consortium is established as per organization policy

Strategic consortium is important because;

- Chances of getting the fund are high.
- When people come together diverse ideas are put in place so that there is a variety to choose from.

4.3 Timely submission and follow up on application for funding as per organization policy.

Timely submission is handing of the funding application before the deadline. It is important to be on time so as to:

- Avoid last minute rush that can be accompanied by lots of setbacks such as forgetting key details.
- Have more time to check organizations eligibility for the funds.
- Counter check if the organization objective rhymes with those of the funding body.

It is important to carry out a follow up because;

- One is able to know whether the fund application was a success or a failure.
- Follow ups are necessary so as to track any exciting changes that may come forth after application.
- In case of unsuccessful application one can decide on the next move to take, in terms of sourcing for funds.

Whenever doing a follow up, the following should be done;

- Calling or saying thank you or even email back a thank you
- Writing promptly to check on application
- Always be kind
- Adding practical skills during follow up
- Ensuring editing is done before submission

Tactics of following up without being annoying

- Give respect to a person's personal time. Have proper timings to communication.
- Select a medium that is favourable to both partners.
- Try multiple channels.
- Have a ready plan in case an issue comes up.
- Be thankful always

When doing a follow-up you can politely ask for response by:

- Start your message with a clear response.
- Change the subject line in need be.
- Do not skip the greetings.

For example, I would appreciate a reply as soon as possible.

Conclusion

This learning outcome covered how to apply for fund through writing expression of interest, formation of consortiums and partnerships, timely submission of funding application and procedures for following up applied funds.

Further Reading



1. Read more on applying for funds from Karen Kaplan (2012). Got to get a grant. German Macmillan Publishers.
2. Read more on grant proposals by Richard H. Pullen. (2012). Preparing successful grant proposal. American Journal of Nursing.

5.3.5.3 Self-Assessment



Written Assessment

1. Is submission of funding application a guarantee for securing funds?
 - a) True
 - b) False
2. Below are reasons to source for funds except?
 - a) Expansion
 - b) Own use
 - c) Complete ongoing process
3. A strategic consortium is key in sourcing for funds as it?
 - a) Give weight to your application so as to source for funding.
 - b) Give room to cheat in your application
 - c) None
4. What should you do to ensure you go through smooth application process?
 - a) Timely submission
 - b) After deadline submission
 - c) One week later submission
 - d) None of the above
5. What should you do so as to track progress?
 - a) Converse with those in charge of the applications
 - b) Follow up
 - c) None of the above
 - d) Demand to know the state of affairs
6. When sourcing for funds consider the following except?
 - a) Investors
 - b) Family and friends
 - c) Stealing
 - d) Savings.
7. Among the following which one best describes accountability?
 - a) Diverting funds for personal use.
 - b) Ensuring that funds received are channelled into proper use

- c) Inflating prices so as to ensure that no fund is missing
 - d) All of the above
8. Demonstrate how you learnt about the funding activity.
 9. Briefly give reasons as to why you need the funding.
 10. Identify why it is important to have a timely submission and follow up.
 11. Discuss factors to consider during a fund application process.
 12. Explain how an individual can corrupt their way into receiving a fund.

Oral Assessment

1. Identify the pros and cons related to timely submission and follow up?
2. What are the various sources of funding?

Practical Assessment

Discuss the following;

- a) The most common form of misappropriation and how they can be eliminated
- b) If you suspect misappropriation of funds what should you do?

Kamau applied for a scholarship to study in Oxford University, U.K. Upon successful application of funds inclusive of tuition fees, air ticket and upkeep that he received, he decided to start a business with those funds. After a few months the business failed to pick and the funder begun asking for the money back. Discuss;

- i. How Kamau misappropriated the scholarship funds.
- ii. What should be done to ensure that funds received are not redirected to other uses.

5.3.5.4 Tools, Equipment, Supplies and Materials

- A functional office
- Tablets
- Smart phones
- SD cards and card readers
- Computer/ Laptop
- Recorders
- Stationery
- Reference materials

5.3.5.5 References



- Elizabeth M.C. Dermott. (2005). the use of piloting in an application for funding. England. Department of Sociology, university of Surrey.
- Karen Kaplan. (2012). Got to get a grant. German. Macmillan publishers limited.
- Richard L Pullen. (2012). Preparing successful grant proposal. America. America journal of nursing. (AJN)

CHAPTER 6: MANAGEMENT OF COMMUNITY RESOURCES

6.1 Introduction of the Unit of Learning/Unit of Competency

Management of community resources is a unit of competency offered in TVET level 6 Social Work and Community Development course qualification. This unit covers the competencies required to manage community resources. It entails assessing community resources, monitoring community resources, providing feedback and documenting community resource management. The Significance of management of community resources to TVET level 6 Social Work and Community Development curriculum is to equip the learner with knowledge and skills to demonstrate team work, persuasion, people management, basic counselling and rehabilitation programs so as to relate well in the workplace.

The critical aspects of competency to be covered include demonstrated ability to; Assess community resources, identified resource gaps Monitored community resources, mobilized community resources. Established community resources committee, carried out capacity building, developed a work plan, created an evaluation schedule, and identified best practices. The basis Resources required include a functional office and a functional office, a fully equipped simulated operations training office stationery.

The unit of competency covers six learning outcomes. Each of the learning outcome presents; learning activities that covers performance criteria statements, thus creating trainee's an opportunity to demonstrate competecies stipulated in the occupational standards and content in curriculum. Information sheet provides; definition of key terms, content and illustration to guide in training. The competency may be assessed through written test, demonstration, practical assignment, interview/oral questioning and case study. Self assessment is provided at the end of each learning outcome. Holistic assessment with other units relevant to the industry sector workplace and job role is recommended.

6.2 Performance Standard

Assess Community Resources, identify resource gaps, monitor community resource, evaluate community resource utilization, follow up on recommended action and document community resource management as per standard procedure and organization policy.

6.3 Learning Outcomes

6.3.1 List of Learning Outcomes

- a) Assess Community Resources
- b) Identify resource gaps
- c) Monitor community resource
- d) Evaluate community resource utilization
- e) Follow up on recommended action
- f) Document community resource management

6.3.2 Learning Outcome No 1: Assess community Resources

6.3.2.1 Learning Activities

Learning Outcome No 1: Assess community Resources		
 Learning Activities	Special Instructions	
1.1 Identify community needs as per the SOPs 1.2 Develop assessment tools as per the SOPs 1.3 Device data collection methods as per the organization policy 1.4 Create community needs, and resource register as per SOPs	Assignments Oral presentation Written assignments Direct instructions	

6.3.2.2 Information Sheet No6/LO1: Assess community resources



Introduction

This learning outcome covers: The meaning of community social action models, community resources and needs and types of community resources. The importance of community resources, formulation of assessment tools advantages and disadvantages of each assessment tool and content of a community resource register.

Definition of key terms

Resource: This is a source or supply from which benefit is produced and it has some utility.

Community needs: These are the community desires or something the community is lacking to achieve their goals.

Data collection: This is the process of gathering and measuring information on targeted variables in the established system that answers relevant questions and evaluate outcomes.

Content/Procedures/Methods/Illustrations

1.1 Community needs are identified as per the SOPs

Community needs is the position the community is as per the current position and what they should have for its betterment that is; access to clean water, food security, public transportation where elderly have no means of getting around. Standard operating procedures clearly outline the steps and inform the employee of any safety concerns. Community needs assessment provides community leaders with a snapshot of local policy, system and environmental change strategies that are currently in place and helps people to identify areas for improvement.

In this case, there is no need to develop a plan for assessing local needs and resources. The two question of why assess needs and resources in due is to help one to gain a deeper understanding of the community as every community has its own needs and assets as well as its own culture and social structure. Assessment will encourage community members to consider the community assets, how to use them and if possible, how to address them. It also helps to make decisions about priorities for the program or system improvement. It would be foolhardy to address community issues without fully understanding what they are and how they arose. It goes a long way to eliminate unpleasant surprise down the road. It requires one to identify the needs and resources before starting a program or initiative means that you know from the beginning what you are dealing with.

Who should be involved in developing a plan for assessing local needs and resources?

This process benefits greatly when there is full participation from community stakeholders. Those who are experiencing needs and should be addressed by health and human service providers, government officials, influential people, people whose lives or jobs can be affected by the eventual actions taken as a result of the assessment, community activists and businesses especially those that employ people from populations of concern.

When should needs and assets be identified? This is helpful to your organization at almost any point of your initiative. For example, a group having a specific goal, identifies local needs and resources (that is peer counsellors) related to the issue can help you craft a workable, effective goal. The assessment of resources and needs should be done regularly throughout your initiative prior to planning the initiative to give coalition members, community leaders and those being served an idea of how to improve their circumstances. It is important to make sure you are on target from the beginning to the end of the project and during implementation. During which monitoring and evaluation, either ongoing or after completion of a project is important. The stage goes by with the follow ups to measure the effectiveness of the project.

Community need assessment steps

These are different approaches to conduct community needs assessment. The process involves these main stages;

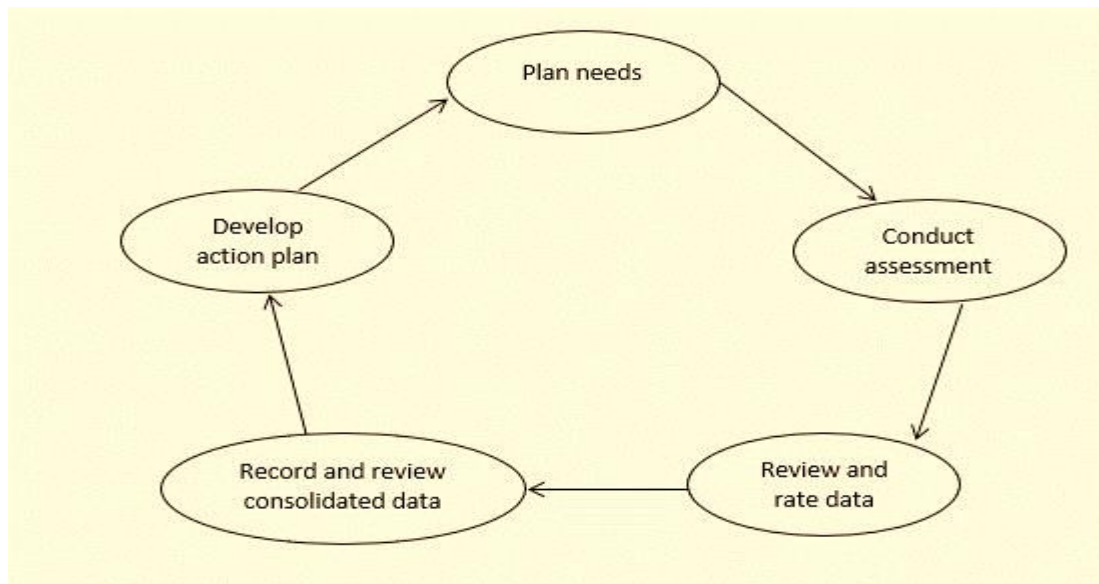


Figure 5: Needs assessment plan

Step 1: Plan for a community need assessment

- i. Identify and assemble a diverse community team
- ii. Develop team strategy
- iii. Define community to assess for example village
- iv. Identify community sector to assess for example health care, schools
- v. Identify community components to assess for example institution
- vi. Determine existing data to use or methods for collecting new data

Step 2: Conduct the needs assessment

- i. For guidance on how to conduct a need assessment that is how to prepare for and conduct interviews and focus group

Step 3: Review and rate data

- i. Develop a rating scale
- ii. Make a team decision on rating

Step 4: Record and review consolidated data

- i) Enter the data
- ii) Total the data and summarize the data

Step 5: Develop a community action plan

- i. Identify community assets and needs
- ii. Prioritize needs
- iii. Develop and prioritize for improvement
- iv. Create an action plan for top priority strategies

Ways are observation, checklist, questioning, community meeting, asset inventory, survey, focus group and community mapping.

Community meeting: Is the bringing together a section of viewpoints. It is the perfect setting to exchange ideas and information, grant community groups real opportunities to affect plans, make changes and give them responsibilities as part of the process so that they feel their effort will matter.

Asset inventory: Is the management process by which enquiries account for the location of previously acquired durable goods.

Survey is the effective way to help measure residents' attitude, opinions, and values and support sustainable communities.

Focus group: They are currently used on both a self-contained method and in combination with surveys and other research methods most notably individual in-depth interviews.

This is maximized through careful attention to research design issues at both the project and group level.

Community mapping: Is both the recovery and discovery of the connections and common ground that all communities share. This emerging cartographic practice is a vital part of a worldwide movement for participating, learning, community empowerment and sustainability.

1.2 Assessment tools are developed as per the SOPs

This is a complete set of documentation needed to assess at one or more units of competency for example observation, checklist and questioning. In this case, the tool will include; administration, recording and reporting requirement and describe the context and condition of assessment. Assessment instrument is part of an assessment tool that includes checklist and instructions needed to conduct one part of a competency bases assessment for example; written test with an answer, verbal questioning, and log books among others. Each of its instruments will outline the evidence its candidates or organization needs to supply and the evidence criteria used to judge the quality of performance to be described.

1.3 Data collection methods are devised as per the organization policy

It is the process of gathering information and measuring the same information on variable of interest in an established systematic fashion that enables one to answer questions stated research questions, test hypothesis and evaluate outcomes.

Advantages of data collection include;

- Helps one to learn more about the community needs,
- Describes the trends in the way people change their behaviour and opinion over time,
- Facilitates decision making and improves quality of decisions made within the community,

- Helps to resolve issues
- Improves the quality of community product or services based on the feedback obtained.

Types of data

Quantitative data: Deals with things that are measured and can be expressed in numbers or figures that is the size, length, duration, price, amount etc. Quantitative survey questions are in closed ended and based on research goals. Quantitative data collection methods are based on mathematical calculations. Data collection techniques are through survey of questionnaire. Qualitative techniques are mostly cheaper and take less time to gather data. They are descriptive in nature unlike numerical. They are concerned with words, sounds, thoughts and feelings of the people. In summary, the community tools are community meeting asset inventory, survey, interviewer, focus groups and group mapping.

Methods of data used are;

Observation method: This has occupied an important place in descriptive sociological research. It is the process that one or more persons observe what is occurring in some real-life situations. They classify and record pertinent happenings according to some planned schemes. This method perceives nature and extent of significant inter-related elements within complex social phenomena and culture patterns on human conduct.

Interview: This is in sense an oral questionnaire instead of writing the response. The interviewer or subject gives the needed information verbally face to face relationships. This permits explanation adjustment and variation according to the situation way traffic in that the respondents also have a chance to ask the interviewer questions. It penetrates the outer and inner life of a person and to collect information pertaining to a wide range of their experience in which the interviewee may want to rehearse his or her past, define his present and canvass his future responsibilities as for the organizational policy.

Schedule: This is one of the very commonly used tools of data collection in scientific investigation. It is commonly used for collection of personal preferences, social attitudes, beliefs, opinions, behavioural patterns and habits.

Questionnaire: It provides the speediest and simple techniques of gathering data about groups of individuals. In this case, it is done through posting peoples concerned with the request to answer the questions and return the questionnaire.

Projective techniques: The psychologists and psychiatrists have first devised projective techniques for the diagnosis and treatment of patients affected by emotional disorders. It requires intensive specialized training. This method does not provide the

way of interpretation of the responses as one is not asked to describe himself directly instead, he is provided with stimulus in form of photography.

Case study: Is a form of quantitative analysis involving the very careful and complete observation of a person, situation or an institution.

1.4 Community needs, and resource register is created as per SOPs

Community needs; it is the assessment which identifies the strength and resources available in the community to meet their needs.

Source register: It stores the source registers into the destination, useful for moving from a temporary register into an output register. The sole purpose of registering is to hold data for some time. One flip flop holds one-bit (either one or zero) group of flip flops forms a register. Register basically is a storage space for units of memory used to transfer data for intermediate use by the CPU (Central Processing Unit). This will help the standard operational procedures to store information in relation to the assessment plan

Conclusion

This learning outcome covered: The meaning of community social action models, community resources and needs and types of community resources. The importance of community resources, formulation of assessment tools advantages and disadvantages of each assessment tool and content of a community resource register.

Further Reading



Read more on Identifying community resources from:

1. Foster, D (1994). Community assessment. Amhest, MA: AHED.
2. Community Engagement, Organizing and Development for Public Health Practice. New york, by Murphy (2013)

6.3.2.3 Self-Assessment



1. How far did you go to school?
 - a) Observation
 - b) Schedule
 - c) Questionnaire
 - d) Quantitative data

2. Which one of the following is an advantage of data collection
 - a) Helps one to learn about the community needs
 - b) Helps in causing conflicts
 - c) Facilitate a place for land grabbing
3. An assessment includes checklist and instructions needed to conduct one part of a competency based assessment.
 - a) True
 - b) False
4. What is your employment status?
 - a) Full time
 - b) Retired
 - c) Seasonal
 - d) Unemployed
5. If unemployed, are you currently looking for a job?
 - a) Yes
 - b) No
6. Underline the following actors.
 - a) Government incentives
 - b) Selling of community property
 - c) Corruption
7. Investigate challenges facing the community.
8. Illustrate how the resources allocated to the community by the social agencies.
9. Identify the main beneficiary of the resources.
10. Examine the factors to consider in allocating the community resources.
11. Discuss the term fairness in resource distribution.

Oral Assessment

1. Give an example of a community need.
2. Outline two assessment tools used in assessing community resources giving an advantage and disadvantage for each.

Project Assessment

How do people have an access to the clean water from the spring constructed within the community and its maintenance in general?

6.3.2.4 Tools, Equipment, Supplies and Materials

- A functional office
- A fully equipped simulated operations training office
- Stationery
- Tablets
- Smart phones
- SD cards and card readers
- Computer/Laptop
- Text books

6.3.2.5 References



Foster, D (1994). Community assessment. Amhest, MA: AHED.

J.R. Meedith, S.M. Shafer (2019): books.google.com

M.Jonker, K. John, K. Osbone (2008) Operational procedure. Pdfs
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Murphy, Fredrick. ED (2013) Community Engagement, Organizing and Development
for Public Health Practice. New York.

P.A. Harris, R. Taylor, B.L. Minor (2019) Journal of Biomedical

6.3.3 Learning Outcome No 2: Identify resource gaps

6.3.3.1 Learning Activities

Learning Outcome No 2: Identify resource gaps		
 Learning Activities	Special Instructions	
2.1 Match available resources to community needs as per the organization policy 2.2 Analyse adequacy of the resources in meeting the community needs as per the organization policy 2.3 Establish the shortcomings of the resources in meeting the needs as per the organization policy 2.4 Address capacity gaps of the resources as per the organization policy 2.5 Mobilize community resources to address the identified community gaps as per organization policy	Field work Group discussion	

6.3.3.2 Information Sheet No6/LO2: Identify resource gaps



Introduction to learning outcome

This learning outcome covers factors to consider when matching the community needs to available resources. It includes analysing and addressing resource gaps and the use of resource mobilisation to address community resource gaps.

Definition of key terms

Community resource: They are assets used to satisfy wants and needs.

Resource mobilization: Refers to the process of acquiring resources in bulk from a resource provider with the aim of satisfying certain needs.

Content/Procedures/Methods/Illustrations

2.1 Available resources are matched to community needs as per the organization policy

Resources in a community are assets that help one meet his/her needs. They are assets that can be used by a person or an organization in order for them to operate effectively. Community needs refers to the gap between what the community has and what the community wants to be. Resources need to be matched to the needs in order to improve the quality of life. This matching provides a guide on which areas require urgent attention, hence needs are given priority according to the available resources. It helps in understanding of the community. Each community is different from the other in a variety of ways such as social structure and culture. Matching resources and needs decrease the likelihood of something unexpected popping up along the way.

When conducting an assessment (matching) of available resources and community needs as per the organization policy, the following stakeholders may be involved:

- The public-those experiencing the needs
- Government officials
- Community activists
- Interested parties
- Health and social work practitioners
- Neighbouring communities
- Organization's staff

How to develop a plan for matching/assessing community needs and available resources

- i. Recruit a planning team from all stakeholders
- ii. Develop a plan and design a process for evaluation of the assessment.
- iii. Develop goals/obligations for the matching
- iv. Outline what data is already available
- v. Determine what other data is needed
- vi. Choose data collection methods that are appropriate
- vii. Determine the target population, sample and sample size
- viii. Analyse the collected data
- ix. Plan for training on what is needed
- x. Presentation of the results to the community
- xi. Create a time schedule
- xii. Review the plan

Community needs can be matched to the available resources in the following instance: An organization can initiate community-based programs that is a rhino sanctuary to pastoralist communities to enhance its income from gate collections from the tourists hence using the wildlife resources to meet the communities economic needs.

2.2 Adequacy of the resources in meeting the community needs is analysed as per the organization policy

Adequacy refers to a state of being enough. The availability of resources, state to meet the community's needs, are they sufficient or minimal or in excess.

The following steps can be used in conducting a community needs assessment:

- i) Planning for a community needs assessment
- ii) Conducting the assessment
- iii) Data review and data
- iv) Data recording
- v) Development of an action plan.

Factors to consider when matching the community needs to available resources may include;

- **Policy change:** It involves regulations, policies, laws and procedures. It can either be organizational or legislative?
- **Environmental change:** It refers to social, physical or economic factors that influence people's behavioural practices and patterns.
- **System change:** It involves changes in community structures such as social norms. Policies and environment often drive the force behind the system change.

Importance of analysing the adequacy of the resources in meeting the community needs include:

- Determining the goals as per organization policy
- Prioritizing of needs according to their urgency.
- Outlining the community's needs assessment.
- Outlining the factors to consider

The Needs assessment is a continuous process as outlined in the figure below:

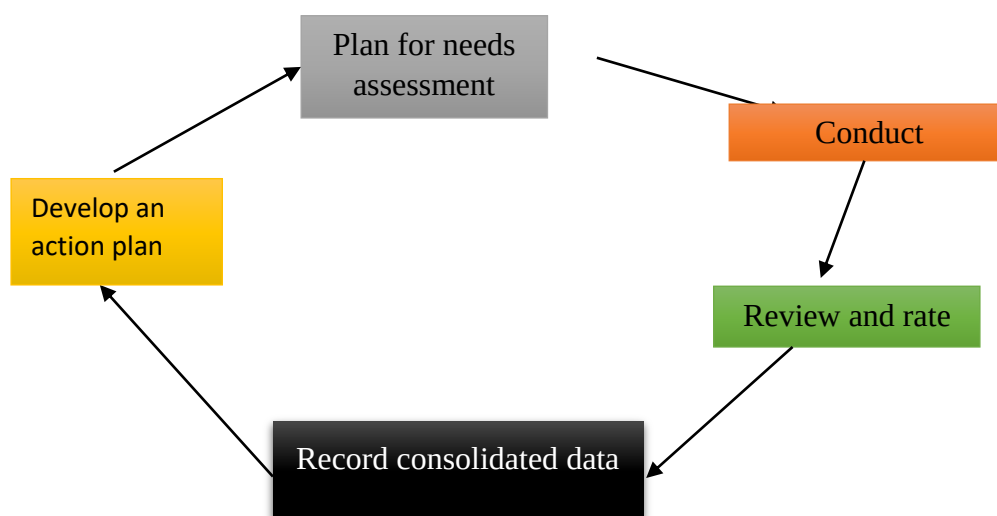


Figure 6: Needs assessment process

2.3 Shortcomings of the resources in meeting the needs are established as per the organization policy.

Shortcomings are failures to meet certain standards. In this case, failure of the available resources to meet the community needs. The shortcomings may include:

- **Resource capacity:** It refers to sourcing for the available resources and effectively managing them to meet the needs.
- **Resource utilization:** It refers to how their resources are used. Shortcomings appear when resources are not used sustainably. They may be over used or under used.

- **Knowing the resource's purpose:** Resources tend to have more than one usage, failure to have this knowledge, then, the resource will not meet its intended effectively.

Establishing shortcomings of the resources in meeting the needs may include:

- Conducting a SWOT analysis. It involves an assessment of Strengths, Weaknesses, Opportunities and Threats.
- Developing an assessment plan.
- Involving stakeholders in decision making. For example, conducting listening sessions and public forums.
- Collecting surveys (needs assessment surveys.)
- Developing parameters or performance measures.
- Using report cards and public records.

These shortcomings establishment are conducted in a continuous process. From inception by the organization, to the implementation phase and all through to the evaluation phase.

2.4 Capacity gaps of the resources are addressed as per the organization policy.

Capacity gap refer to the significant disparity between the available resources and the community needs. They hinder resources from satisfying their needs. Capacity gaps are addressed during the pre-phase in an organization project. Identification of these capacity gaps may require to be done by a third party so that he/she can effectively analyse the gaps. Factors considered in addressing resource capacity gaps.

- Resource availability
- Resource demand
- Availability of alternative resources
- Community culture
- Community's economic activities.

Importance of addressing capacity gaps of the resources

- Helps in sourcing out the problem.
- Imbalances in proportions are addressed. For example, a high population limits the space available for settlement. This can be addressed by settling some people in other areas that have more space.
- Assists in developing an action plan or project.
- Facilitate policy formulation and adoption.

2.5 Community resources are mobilized to address the identified community gaps as per organization policy

Resource mobilization refers to the process of acquiring resources using different mechanisms from resource providers, in order to satisfy a certain need. Resource

mobilization seeks to optimize on the available resources to meet both present and future hence bringing about sustainability.

Advantages of resource mobilization

- To expand and diversify resources
- Formulation of independent budget
- Decrease dependency on other people or organizations
- Achievement of sustainability
- Saves on time
- It is cost-effective
- Gives the community a sense of ownership on the project.

Resource mobilization is a team effort that gives a set of accountabilities shared by all team members.

How to conduct resource mobilization

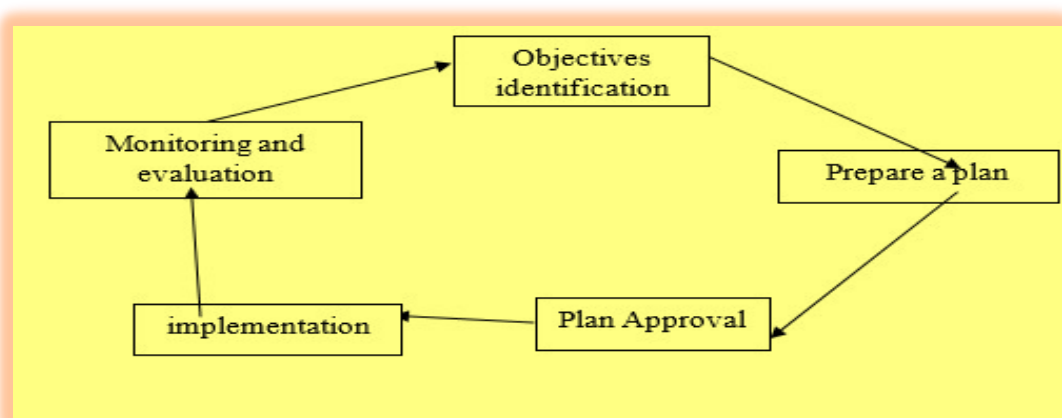


Figure 7: Resource mobilization

Features of Resource Mobilization

- Identification of the resource
- Resource provider identification
- Resource receiving mechanism identification
- Relations expansion with resource provider
- Proper resource use
- Knowledge and skill enhancement in resource mobilization
- Seeking out and searching for new resources
- Achieve sustainability
- Lower financial risk

Conclusion

This learning outcome the trainee should be able to outline factors to consider when matching the community needs to available resource. The learner should be able to analyse and address resource gaps and use resource mobilization to address community resource gaps.

Further Reading



1. Read more on policies and policy use and research mobilization techniques in Satcher. (2005) Methods in community based participatory research for health. City: Publishers

6.3.3.3 Self-Assessment



Written Assessment

1. Which of the following is not a factor considered in addressing resource capacity gaps?
 - a) Resource availability.
 - b) Culture
 - c) Alternative resources
 - d) Resource mobilization
2. Capacity gaps refer to the significant disparity between available resources and their needs.
 - a) True
 - b) False
3. Who among the following is not a stakeholder in community matters?
 - a) Government officials
 - b) Community activities
 - c) Tourist visiting another country
4. Which of the following is a process while conducting resource mobilization?
 - a) Objective identification
 - b) Capture
 - c) Time frame
 - d) Resource availability
5. Resource mobilization is a single entity effort.
 - a) True
 - b) False

6. Which is not a feature in conducting a community needs assessment?
 - a) Data review
 - b) Data recording
 - c) Conducting the assessment
 - d) Policy
7. Which is not a factor when matching the community needs to the available resources?
 - a) Policy change
 - b) Resource change
 - c) Environmental change
 - d) System change
8. Briefly describe the importance of analysing adequacy of resources in meeting community needs.
9. Outline the shortcomings of resources in meeting the community needs.
10. Discuss the factors considered in addressing resource capacity gap.
11. Demonstrate the qualities of resource mobilization.
12. Explain the meaning of the word resources and mention their divisions.

Oral Assessment

1. Briefly explain what resource capacity gaps are.
2. State the features of resource mobilization

Project Assessment

Identify a resource gap from your community and write a report on it and how to combat it.

6.3.3.4 Tools, Equipment, Supplies and Materials

- Stationery
- Text books
- Computers
- Internet
- Organization policies and procedures
- Journals

6.3.3.5 References



Angela Catano (2004) Community Resources: The Land and the People in communities. Rusen Publishing Group, Inc.

Mavuto Kapyepye (2013). Resource Mobilization for NGOs in the Developing World. Malawi: Adonis & Abbey Publishers Limited

Richard S. Kimball (2001) Life Skills Literacy: Things to know about community Resources: Watch Publishing

6.3.1 Learning Outcome No 3: Monitor community resource

6.3.4.1 Learning Activities

Learning Outcome No 3: Monitor community resource		
	Learning Activities	Special Instructions
	3.1 Establish a community resources committee as per SOPs (human resource, infrastructure, technological resources, natural resources financial resource) 3.2 Carry out capacity building as per SOPs 3.3 Develop a work plan as per organizational policy 3.4 Implement work plan as per organization policy 3.5 Establish a reporting mechanism to the community as per organization policy	Demonstration Practice by the trainee Project

6.3.4.2 Information Sheet No.6/LO3: Monitor community resource



Introduction

This learning outcome covers ways of constituting community resource committee, capacity building, developing a work plan and establishing a reporting mechanism to the community.

Definition of key terms

Work plan: This is an outline of a set of goals and process in which a person can accomplish those goals and bringing out a clear understanding in a desired work plan.

Community resource: When someone refers to a community resource, they mean an organization that he meets certain needs in people, structures and community.

Natural resources: These are resources that exist without actions of humankind.

Monitoring: This is the systematic process of collecting, analysing and using information to track programmes.

Financial resource: This is a term covering all funds of an economic perspective in financial resources.

Content/Procedures/Methods/Illustrations

3.1 A community resources committee is established as per SOPs

Community resources are assets in a community that can help meet certain needs of people in the community.

Steps used in establishing community resources committee:

- i) Strengthening the committee involvement and capacity building.
- ii) Assessing committee needs and resources and what should be involved in developing.
- iii) Committee resources strategies to make sense based on what exists.
- iv) Engaging in mobilization and identifying the resources available to make the program a success.

Roles of community resources committee

All community organizations are run by a group of people who are either elected by management committee and sometimes people just volunteer themselves.

- Individual rights and community responsibilities
- Establishing communities to enhance healthy villages programs
- Community mobilization
- Formation of local community based natural resources to enable community members to be active in the roles that they are assigned.
- Community management of water distribution points or sanitation.
- Learning duties as members of the community.
- Management committee ensures that all money is paid in due time.
- Establishment of community infrastructure
- Reviewing all relevant points before committee meeting.
- Attending Committee meetings and point out important opinions and issues arising.
- Pay attention to activities that affect the committees work
- Establishment of community infrastructure.
- Community infrastructure refers to improvements that have a substantial benefit to a community.

Ways of monitoring community resources

- Through collecting information and data on the impact of your activities.
- Engage communities in participatory community monitoring and evaluation in the method and approach.
- Training on participatory community to indicate future precautions and modification in the method of approach.
- Have a guide for monitoring and evaluating projects during a project.

Importance of establishment of community infrastructure

- Community infrastructure plays an important role in bringing people together, helping to form social support networks.
- Community infrastructure also plays an important role in building strong neighbourhoods and identifies most unemployment cases in the community.
- Basic infrastructure supports the rehabilitation of community and works in the poorest areas.
- Access to community living infrastructure plays a role in service.

3.2 Capacity building is carried out as per SOPs.

Capacity building is the process in which organizations improve their skills, knowledge, tools, and resources needed to do their jobs. Objectives of capacity building;

- Train, create, enhance and develop capacity at a level required by the community members
- To approach and minimize resources
- Building strategy in the community
- To expand sustainability
- To respond and recognize various needs
- To build capacity of both students and community

Importance of carrying out capacity building

- It takes time to reach out to your audience
- Enables one to grow their brand more and build strong strategy
- Building a strong community enables a group of people to share similarities through trends and culture
- It also enhances proper relationships among community members
- It encourages thinking and learning positive participation in the community
- It enhances community ability and skills
- Minimize and solve the community problems
- Improve skills, solve problems to define and achieve objectives
- Provides background of information and where it was conducted

3.3 A work plan is developed as per organizational policy

A work plan is a goal a person can accomplish and better their understanding to manage your work flow.

Steps in developing a work plan

- i. Identifying the purpose for your work
- ii. Write the introduction of your work plan
- iii. Develop the work plan
- iv. State your objectives
- v. List your resources
- vi. Who is the main source of your findings?
- vii. Create a list of your resources

Factors to consider while developing a work plan

- Estimate the scope of work based on similar projects
- Ask your team for their input in monitoring the community resources
- Make sure everyone takes responsibly
- Planning and managing community resources
- Working to a budget
- Creating and defining the goals

Community work plan is based on what the community wants to achieve, what activities are required during a specified time period and what resources are needed to achieve success. A community action plan should become a framework for implementing the activities that are decided by the community.

Importance of a work plan

- It makes us save on time, resources and budget
- Gives a sense and makes you accomplish your work in a proper way
- Gives new ideas and methods that can be implemented
- Beginning a project with a thoughtful work may lead you in getting the information you want
- Enables one to know clearly what you are doing
- Outlines the objectives of the team
- It sets how you will be able to achieve a certain goal
- It is important in many ways because it is a document for agreeing duties
- Through a work plan you break down achievable tasks
- It makes difference in how you cross the finish line
- It prioritizes and makes us do more in less time
- It relaxes you and others making work place less stressful
- It increases your focus on the completion of a task
- It gives you clarity of what to do, when, and how to do it
- It gives you a reliable budget
- It boosts up productivity and increases more results to achieve your work and carry on with the next task

3.4 Implement work plan as per the work place procedure

Implementation of work plan describes the principles and objectives of a work plan.

Steps in implementing a work plan.

- i. Build a project plan and define the core goals, resources, find out if you have the resources needed.
- ii. The actual implementation steps you take will bring out your components.
- iii. Acquire appropriate project management and seek guidance.
- iv. Communicate job responsibilities among project team.
- v. Project management should be put to motion and make a work plan for.
- vi. Project implementation overview in placing project plan into action, direct and manage each activity one step at a time.
- vii. Gather at least 5 practices that are well explained.

Ideas for successful implementation

- Involving your staff in the development of the plan.
- Communicating the strategy to every person in your organization.
- Assign clear goals that show your strengths.

- Create action items to support the assigned goals.
- Prepare the infrastructure project implementation to get successful results.
- Implement on training.
- Coordinate with your colleagues and with the organizations involved in implementation.
- Come up with a productive solution and monitor it.
- You should have the resources needed to deliver.
- Figure out how to write a work plan as required.
- A work plan specifies all your points and represents a justice reform

3.5 A reporting mechanism to the community is established as per organization policy.

Types of reporting mechanisms;

- i) Monitoring and reporting mechanisms.
- ii) Designing a high-level reporting mechanism.
- iii) Online reporting mechanisms.

Importance of reporting mechanisms to the community

- They are a useful way to control the amount of risk that might occur in a company.
- Effective internal reporting mechanisms enable the staff to speak up about illegal practices and illegal liability fracturing a culture of trust and response.
- Establishing report mechanisms is important because it affects other risk reporting decisions.
- Monitoring and reporting mechanisms are important for entity.
- Compliance and reporting mechanisms enables the employee to bring possible branches together.
- It helps in capturing data needed by managers to run a business.
- It is also important because head count is carried out and in analysing of trends to bring out understanding of an effective management reporting mechanism to the community as per the terms of the organization.

Conclusion

This learning outcome covered ways of constituting a community resource committee, capacity building, developing a work plan and establishing a reporting mechanism to the community.

Further Reading



1. Read more on monitoring community resources by Cortina, L. M., American journal of community psychology, A publication SCRA

6.3.4.3 Self-Assessment



Written Assessment

1. What are the types of reporting mechanisms?
 - a) Monitoring and reporting mechanisms
 - b) Reporting Mechanisms
 - c) Community resources
 - d) Monitoring a work plan
2. What are the benefits of a work plan?
 - a) Bringing out understanding of management
 - b) Reporting mechanism
 - c) It relaxes you and others
 - d) Help in capturing data
3. Why is reporting important?
 - a) Gives new ideas and methods that can be implemented
 - b) It helps in capturing data needed by managers
 - c) Enables one to know clearly what you are doing.
 - d) Who is the main source of your findings?
4. What is the importance of your work plan?
 - a) Helps in stating your objectives
 - b) Helps us save on time
 - c) Increases your focus
 - d) Boosts productivity.
5. Mention the type of reporting mechanisms
 - a) Monitoring and reporting mechanisms
 - b) Analysis
 - c) Developing a work plan
 - d) Creating a list of resources
6. What are the steps taken in developing a work plan?
 - a) Findings
 - b) Stating your objectives
 - c) Summarizing
 - d) Taking notes

7. What are the roles of community resources committee?
 - a) Formation of local community
 - b) Reviewing all relevant points
 - c) Pointing Outing establishment
 - d) Learning establishment
8. Elaborate the responsibility in community resources committee.
9. Establish the process for identifying community resources.
10. Examine the operations of community organization.
11. Summarize components a work plan is?
12. Highlight the importance of community infrastructure.

Oral Assessment

1. Justify the importance of preparing a work plan for community mobilization.
2. Identify the role does community infrastructure play

Practical Assessment

Develop a tracking tool to monitor the allocation of community resources.

6.3.4.4 Tools, Equipment, Supplies and Materials

- A functional office
- A fully equipped simulated operations training office
- Stationery
- Smart phones
- SD cards and card readers
- Recorders
- Text books
- Template for resource tracking tools

6.3.4.5 References



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6.3.5 Learning Outcome No 4: Evaluate community resource utilization

6.3.5.1 Learning Activities

Learning Outcome No 1: Evaluate community resource utilization		
	Learning Activities	Special Instructions
4.1	Establish evaluation schedule as per organization policy	Group discussions
4.2	Identify evaluators as per organization policy	
4.3	Develop evaluation <i>tools and methodology</i> as per SOPs. (questionnaire)	Case study
4.4	Conduct evaluation meeting as per organization policy	Simulations and oral discussions.
4.5	Prepare evaluation report as per organization policy	
4.6	Provide feedback as per organization policy	

6.3.5.2 Information Sheet No.6/LO4: Evaluate community utilization



Introduction

This learning outcome covers: Meaning of evaluation, preparation of an evaluation schedule, criteria to be followed when selecting the evaluation panellists, evaluation tools and methodologies, conducting an evaluation meeting and evaluation reports, and importance of providing feedback after evaluation.

Definition of key terms

Evaluation schedule: Is the judgment that the inspectors will make and report as per a given duration. It should be interpreted in the context of each school being inspected and also inspectors should interpret grade descriptors in relation to pupils' age, stage and phase of education.

Tool: Is a device or implementation that is held in the hand intended for carrying out a particular function.

Methodology: Is the system or method used for a particular area of study or activity.

Content/Procedures/Methods/Illustrations

4.1 Evaluation schedule is established as per organization policy.

Evaluation is the judgment about the amount, number or value of something and also the assessment of it. Evaluation schedule is the judgment that the inspectors will make and report as from January 2012. It should be interpreted in the context of each school being inspected. Inspectors should also interpret grade descriptors in relation to pupils' age, stage and phase of education.

Evaluation has two categories;

- Formative
- Summative
- Impact
- Outcome

Formative evaluations are conducted during program development and implementation. They are useful if you want direction on how to best achieve your goal or improve your program. Summative evaluation should be completed once your program are well established and will tell you what extent the program is achieving its goal. Steps involved in evaluation schedules process per organization policy are:

- i) Develop a conceptual model of the project and identify key evaluation points.
- ii) Formulate evaluation questions and define measurable outcomes.
- iii) Develop and appropriate evaluation design.
- iv) Collect data

4.2 Evaluators are identified as per organization policy

An Evaluator is an authority who is able to estimate worth or quality or judge. He or She is also responsible for estimating the worth or value or quality of things officially as per organization policy.

Steps for selecting an evaluator

- i) Assign a project manager and a steering committee to develop a plan. Here, the project manager assigns a person who is familiar with the program and knows the basics of the evaluation process. He also manages the process and helps determine the type of evaluation that needs to be done. Steering committee allows key stakeholders (such as employees and board of members) to have input into the evaluation process
- ii) Decide whether to use an internal evaluator or hire an external evaluator. Internal evaluator means that the evaluation will be conducted by a member of staff from the program or the organization being evaluated. Factors to be considered when deciding on whether to use internal or external evaluators include:
 - Cost
 - Availability
 - Flexibility
 - Specialized skill and expertise
 - Objectivity and ethical issues

- iii) Advertise to potential evaluators. Alert the potential evaluators the need to evaluate by releasing request for proposal (RFP). RFP contains the following:
- Statement of work expected
 - Time frame for project
 - Expected deliverables
 - Create criteria to assess and choose the most qualified evaluator.
- iv) Establish criteria on which to assess each applicant. Some criteria that may be used to assess the proposals include:
- Evaluation plan and a detailed outline of how to carry it out.
 - Successful experience evaluating a similar program.
 - Knowledge about evaluation methods
 - Ability to submit work in a timely manner.

4.3 Evaluation *tools and methodology* are developed as per SOPs

Evaluation tools are the devices or implements that are held in the organization in order to perform various functions. Methodology is the system of methods used for a particular area of study of activity.

Tools for evaluation include:

- **Surveys**

These are created tools that allow you to take the pulse of a group of people before the start of the project and after the project are completed.

- **Observation**

One way to find out is to observe the group prior to and after the workshop. For instance; using a stopwatch to track time for individual activities.

- **Case studies**

Show that non-profit is running a program that prepares unemployed individuals for job placement. This is done by crafting resumes, building interviews, skills, harnessing business skills and providing career appropriate clothing. (Code of conduct / work ethics).

- **Focus groups**

Youth programs help teens improve grades, build self-esteem, get involved in community services projects as well as learn study and work place skills.

- **Interviews**

Interviews are used to gather marketing information. For example; who is coming? Why are they coming? What are they coming for? And are they satisfied? And so forth.

Methodology for evaluation as the organization policies can either be :

- Goal based
- Process based
- Outcome based

4.4 Evaluation meeting is conducted as per organization policy

A meeting is a formal discussion where people assemble for a particular purpose. Evaluation meeting involves a dialogue between the employee and the employer. The most important goal of a performance review is to guide the employee identify their failures. At the end of the review, an employee should have a clear understanding of the performance expectation for the next review period.

Basis approaches to evaluation as per the organization policy

- Self-assessment meeting and evaluation
- Participant meeting and evaluation
- Self-assessment depends on you making time to attend the meeting evaluation. It will help you determine the effectiveness of the meeting you attend.
- The participants in the meeting evaluation may have an opinion. They are likely to be vocal if it turns out to be a waste of time.

Ways to collect participant feedback as per the organization policy

- **T-chart:** Draw a line down the middle of a flip chart or a white board. On one half, write the word “keep” and on the other half the word “change”
- **Letter-grade:** Each person gives the meeting a letter grade (A-F) where A represents excellence and F represents fail. After recording the grades, ask people for one or two reasons they graded the meeting as they deed.

Importance of evaluation meeting as per the organization policy

- Helps determine what works well and what could be improved in a program or initiative.
- It provides a systematic method to study a program, practice, intervention or initiative to understand how well it achieves its goals

4.5 Evaluation report is prepared as per organization policy.

Evaluation report is a spoken something or written information that is observed, done, investigated or heard by an organisation.

Evaluation report is prepared using the following steps:

- i) Think of purpose
- ii) Know the most important details of evaluation to be included in the report
- iii) You must know the audiences of your report are
- iv) Divide the report into different sections

Importance of evaluation as per organization policy

- Helps to ensure that objectives are met
- Identifies success
- Identifies problems and weakness so they can be rectified
- Provides information to aid further development
- Identifying staff training and development needs

4.6 Feedback is provided as per organization policy

A Feedback is the information on the reaction of the audience to a product, a person's performance of a task and also a basis for improvement.

Importance of providing the feedback as per organization policy

- **Improves performance:** It provides a clear expectation of performance. Learning what they do well increases a team member's confidence.
- **Create a pipeline:** Often, feedback at workplace on job performance and new skills promote professional and personal growth.
- **Improve retention:** Benefits of team members are to find the most valuable development and career advancement.

Barriers of failing to provide feedback in the origination

- All the employees lack the awareness since the information given was not returned so as to make things clear.
- Mistakes cannot be undone because the information given was not returned to the concerned person.
- Profit decrement since there is no proper communication therefore leading to the collapse of the business.
- Employees of the organization may not know exactly what should to be done when they lack the feedback.

Ways to give constructive feedback in an organization

- Base to your feedback on data. Understand the language first before providing the feedback to the key leader.
- Have a good relationship prior with the person you are going to give the feedback.
- Promote accountability and transparency.
- Have a good approach. For example, "I like", "I wish," "I wonder."
- Meet with them in person

Conclusion

This learning outcome covered meaning of evaluation, preparation of an evaluation schedule, criteria to be followed when selecting the evaluation panellists, evaluation tools and methodologies, conducting an evaluation meeting, evaluation reports, and importance of providing feedback after evaluation.

Further Reading



1. Read more on community resource utilisation from Twyman, C. (1998). Rethinking community resource management: managing resources or managing people in western Botswana? Third World Quarterly, 19(4), 745-770.

6.3.5.3 Self-Assessment



Written Assessment

1. Which of the following states how an evaluation schedule is established?
 - a) Develop a conceptual model of the project and identify key evaluation points
 - b) Collect data
 - c) Develop and appropriate evaluation design
 - d) All
2. What is an organization policy?
 - a) A rule
 - b) A requirement for putting things in order in the organization
 - c) A roadmap that is set by the top authorities in the organization
 - d) A set of guidelines and best practices that the company uses to protect the employees and customers
3. What is an evaluation report as per the organization policy?
 - a) A feedback
 - b) The communication between audience and the speaker
 - c) It is something spoken or written from observation done, investigated or heard.
 - d) Writing something down in order to give out an answer
4. Which of the following is not evaluation tool as per the organization policy?
 - a) Surveys
 - b) Observation
 - c) Questionnaires
 - d) Interviews
5. Which one of the following is the right way to give feedback as per the organization policy?
 - a) Promote accountability and transparency
 - b) Organize the discussion
 - c) Make a phone call
 - d) Organize regular meetings

6. Which one of the following is not a type of evaluation?
 - a) Formative
 - b) Procedure
 - c) Process
 - d) Outcome
7. Demonstrate the use of evaluation schedule in an organisation?
8. Analyse the importance of evaluators in an organisation?
9. Evaluators have a number of functions, state some of them.
10. Summarize the procedure for an evaluation meeting in an organisation?
11. Formulate an outline of evaluation reports.

Oral Assessment

1. What is the importance of providing feedback after evaluation?
2. Identify the criteria followed when selecting the evaluation panellists?

Practical Assessment

Carry out a formative evaluation meeting for program development and implementation in organisation X and discuss your findings.

6.3.5.4 Tools, Equipment, Supplies and Materials

- A functional office
- Stationery
- Tablets
- Smart phones
- Recorders
- Text books
- Computers

6.3.5.5 References



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- Twyman, C. (1998). Rethinking community resource management: managing resources or managing people in western Botswana?. *Third World Quarterly*, 19(4), 745-770.

6.3.6 Learning Outcome No 5: Follow up on recommended action

6.3.6.1 Learning Activities

Learning Outcome No 5: Follow up on recommended action		
	Learning Activities	Special Instructions:
5.1 Develop an <i>action plan</i> as per SOPs (using what, where when, who and how questions)		Group discussions
5.2 Implement an action plan as per organization policy		Practical Assessment

6.3.6.2 Information Sheet No.6/LO5: Follow Up on recommended action



Introduction

This learning outcome covers what an action- plan is and how it is developed and the importance of an action plan and the implementation of an action. This learning outcome also covers social action theories.

Definition of key terms

Action plan: It is a detailed document that outlines specific action steps that aid in achieving specific goals or objectives.

Implement: It means to take effect, to perform to carry out etc.

Content/Procedures/Methods/Illustrations

5.1 An action plan is developed as per SOP

An action plan is a document that shows how goals should be carried in reference to standard operating procedures.

How to write an action plan (development of an action plan)?

To create an action, plan the following steps are followed:

i. Set SMART goals

- **Specific:** The goal to be achieved should be clearly defined e.g. to reduce the number of addicted youths in the community by 30%.
- **Measurable:** The goal should be measured easily.
- For example, if the goal is to reduce the number of addicted youths by 30% try to create monthly reports on the number of youths who are addicted to accurately track progress.
- **Attainable:** The goal set should be attainable so that the desired progress can be achieved.
- **Relevant:** The goal set should be relevant to skills, knowledge and experience available in the community. For example, if the goal is to reduce the number

of addicted youths by 30%, the community should have persons skilled in counselling, therapy, rehabilitation etc.

- **Time bound:** A goal set should have a deadline for it to be achieved. For instance, in the next two years, the number of addicted youths should reduce by 30%.

ii. Create a list of actions

Courses of action should be listed step by step to help achieve the goal set. This process involves dividing the main goal into smaller goals. The reason this is done helps make achieve the main goal less overwhelming. If a certain task still seems challenging to achieve it is further subdivided into two or three tasks.

iii. Setting a timeline

The tasks created from the main goal should have a timeline when they should be completed. This is reasonable as it makes the progress consistent.

When the main goal of increasing sale by 20% should be achieved within one year, e.g. other tasks that can help a goal to be achieved through hiring 5 competent experienced marketers (1 each month for 5 months) and increase the marketing strategies through social media by 20% each month.

iv. Designate resources

If a project requires many resources, people involved in the project, should be placed in charge of particular tasks according to their skills, knowledge and experience. Resources such as: finances, equipment and people should be made in charge of them.

v. Monitor the progress

Each task should be assigned courses of action for them to be completed. Internal reporting and holding regular meetings should be conducted so that progress can be tracked. A clear idea will be formed thereof on the progress of achieving the main goal.

An action plan answers questions like:

- What? What resources will be used to achieve action plan?
- Where? Where will the action plan take place?
- When? When will the action plan take place, for how long?
- Who? Who will carry out the action plans?
- How? How will the action plan be carried out, using which techniques?

Importance of developing an action plan

- It ensures that there are no details overlooked.
- It helps in understanding what is possible to be done, and what is not.
- It increases the chances of people doing what is expected of them.
- It ensures the members of the community are well organized

The following members of the community should be included when coming up with the action plan:

- Influential people in the community e.g. from schools, churches
- People who are directly involved in the problem that is to be solved e.g. if the goal is to reduce number of youths abusing drugs, parents and teachers must be involved
- Members of various ethnic backgrounds
- New comers in the community
- The youth etc.

Action plan template sample

Table 4: Action plan template sample

Problem: Goal: Action plan: • Actions to achieve goals – steps. • Persons in charge of each task. • Deadline for each task. • Resources allocated in each task and persons in charge of the resources. • Challenges that can hinder completion of each task. • The desired outcome in each task. Evidence of success: Tracking and evaluation process:

5.2 Action plan is implemented as per organization policy.

Organization policy is the course of action determined by the organization to present how things should be carried out in the organization.

Steps of implementing an Action plan

- i. **Raising awareness:** For an action plan to be sufficiently implemented, public awareness in the community should be made, so as to mobilize people in the achievement of the main goal by participating in the courses of action.
- ii. **Training:** Stakeholders of the community should be equipped with the skills and knowledge that will help them carry out the activities in the action plan. The persons who will participate in the action plan will be effective in carrying out their activities. Training can be done in seminars, workshops etc.

It can also be done on:

- The process in the action plan
- Collecting data
- How to use specialized equipment etc.

- iii. **Monitoring and reporting:** Tracking should be done as it enables assessing the necessary steps, corrective action and identification of success areas.

Monitoring can be carried out in the following steps:

- a) Performing regular updates- An action plan will be effective if it contains up to date information on what has been progressively happening in the action plan.
- b) Conducting periodic reviews – Tasks set to achieve the set goals should be reviewed by team leaders to check if they have been completed
- c) Identifying necessary corrective actions- A tracking system should be used to check if the action plan is progressing well. If a specific activity is not meeting its target, it should be reviewed and better approach taken to meet the target

Reporting is done by team leaders in the action plan and during the interim meetings.

Examples on how to achieve goals in an action plan.

- **Training**

Action; all employees will be trained

Completion date: Feb 2020

Person responsible: Case Manager

- **Recruitment**

Action: identify the persons with skills required

Completion date: March 2020

Person responsible: Case Manager

Social action theories

The two main social action theories include:

- a) **Structural/ macro theory**

This theory examines how the society fits together as a whole. There are two perspectives off structural theory:

- **Structural functionalism**

The initial developer of this theory is Herbert Spencer who formalized structural functionalism in his book Principles of Sociology (1896). Emile Durkheim in the late 19th century laid the primary foundations of structural functionalism. He explains that individuals in the society meet their own biological needs as a way shared for social institutions. Later this changed to how social institutions meet the needs of individuals in the society (Emile 1896). This approach looks at the society as a complex system that has parts which work together to enhance stability and solidarity. All organizations in the society are interdependent.

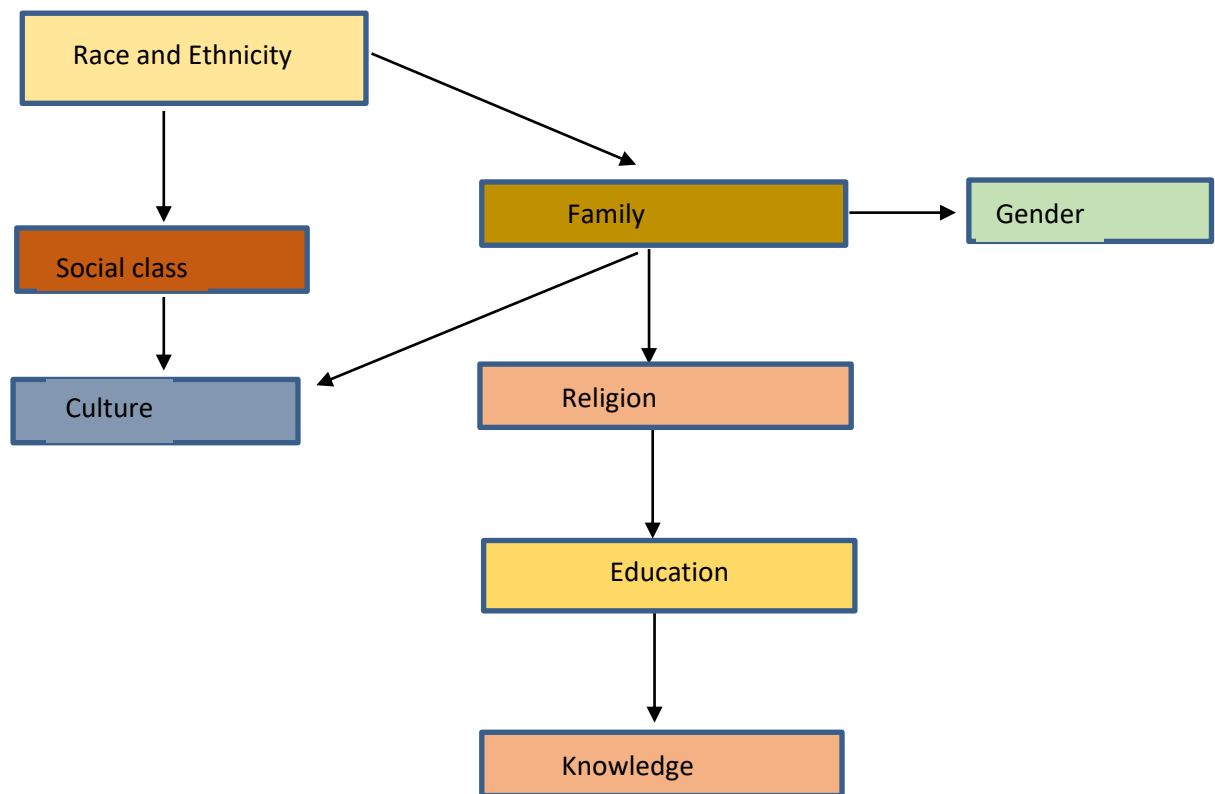


Figure 8: Structural functionalism

- **Structural Marxism**

It was developed by Karl Marx. It elaborates on the state functions to serve the long term interests of industrial capitalism. Karl Marx argued that the society is controlled by people in the upper class. The upper classes have control over the government, law and order i.e. police and judges. He urged that these social classes are what caused the struggles in the society and therefore the society should have no classes. Structural Marxism concurred that the society consisted of three levels which are the economic level, political level and ideological level. He stated that the economic level always acted as the foundation for other levels (Cambridge core 2020) but other structural Marxists did not agree to this.

- **Theory of social action**

Max Weber is the main proponent of this theory. According to him “action is social, and by virtue of the subjective meaning attached to it by the acting individual it takes into account the behaviour of others and thereby oriented in its course.” Weber conceptualized that social action by social actors in terms of means-end chains e.g. in a large organization each worker will be assigned particular roles in the hierarchy. The roles will be associated with norms that serve to make social action organized and possible i.e. the roles are routine and formal. Max Weber observes that the social action of a person is influenced partially by the behaviour of other persons.

Characteristics of social action as stated by Max Weber

- Social actions of individuals can be determined by past, present or future actions.
- Social action is oriented in its course.
- Social is necessity of subjective meaning. Max Weber says “Action is social”. Individuals assign meaning to their conduct and an act is social by the meaning individuals give the action. The meaning is related towards the behaviour of the individuals.
- Social action presupposes the existence of other individuals and some action by the individual i.e. social action cannot exist in isolation. It exists if there is another individual whose actions prompt individual to act in a particular manner.

Stages of social action according to Max Weber

- i. Rational: (purposeful stage):** In this stage actions of individuals are guided by discrimination and reason.
- ii. Valuation stage:** In this stage actions of individuals are ethical and religious.
- iii. Emotional stage:** In this stage, there is emotional reaction to other people’s action. For instance there is expression of hatred, compassion or love towards the actions of other individuals.
- iv. Traditional stage:** All actions determined by long history of customs traditions etc.

Conclusion

This learning outcome covered what an action plan is and how it is developed and the importance of an action plan and the implementation of an action. This learning outcome also covers social action theories.

Further Reading



1. Read more on follow up in recommended action, from Art as Social Action: An introduction to the principles & practice of Teaching Social Practice by Gregory Sholette. (2018)

6.3.6.3 Self-Assessment



Written Assessment

1. An action plan answers the following questions **EXCEPT**?
 - a) How now
 - b) How
 - c) When
 - d) What
2. The following are importance of an action plan **EXCEPT**?
 - a) Helps details not to be overlooked
 - b) To understand what can be done and cannot be done
 - c) Saves time
 - d) Increases wastage
3. The following are community stakeholders who can be included while developing an action plan **EXCEPT**?
 - a) The youth
 - b) The government
 - c) New comers in the community
 - d) None of the above
4. Which of the following resources are designated towards action plan?
 - a) Finances
 - b) Skills
 - c) Equipment
 - d) None of the above
5. _____ is an example of a society institution?
 - a) Family
 - b) Teacher
 - c) Parent
 - d) Children
6. Which of the following is not a step in developing an action plan?
 - a) Monitoring
 - b) Setting SMART goals
 - c) Setting timelines
 - d) None of the above
7. Goals are set to motivate community achieve goals
 - a) True
 - b) False
8. Analyse challenges affecting implementation of community development.
9. Identify two resources that can be directed towards an action plan.
10. Illustrate SMART goals.
11. Describe how an action plan is created.

12. Outline two importance of creating an action plan.

Oral Assessment

1. What is an action plan?
2. Name 2 stakeholders who can be included when developing an action plan.

Practical Assessment

Assume your class is a community and you have a problem of less than 100% transition of primary pupils to high school. Come up with an action plan to solve this problem.

6.3.6.4 Tools, Equipment, Supplies and Materials

- Stationery
- Tablets and smart phones
- SD cards and card readers
- Text books
- An action plan template
- Computer
- Projector

6.3.6.5 References



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6.3.7 Learning Outcome No. 6: Document community resource management

6.3.7.1 Learning Activities

Learning Outcome No 6: Document community resource management		
	Learning Activities	Special Instructions
	6.1 Develop identification plan as per SOPs 6.2 Identify best practices as per SOPs 6.3 Document the best practice as per organization policy 6.4 Share the best practices as per organization policy	Brain storming Case studies

6.3.7.2 Information Sheet No 6/LO6: Document community resource management



Introduction

This learning outcome covers: Components of a documentation plan for community resource management meaning of good practices methods and procedures of documenting good practices and ways of sharing good practice

Definition of key terms

Identification plan: Identification is the ability to select and allocate resources in a project. This is a systematic way of searching and arranging of specific way of searching and arranging of specific resources.

Resource management: This is the planning, scheduling, and allocation of resources to maximize efficiency. E.g. human resources, fund (money), machinery, space etc.

Documentation plan: This is a document that shows the allocation and scheduling of resources to create and maintain technical content deliverables for a specific project.

Best Practice: Is making well use of capabilities, utilizing of resources in the set guidelines and procedures to meet the expected outcome.

Content/Procedures/Methods/Illustrations

6.1 Identification plan is developed as per SOPs

Requirements for identification plan

- Procedures / steps for delivery identification plan
- Clear brief before the project starts.
- List of required resources i.e. human, time, finance
- Tasks to be done and ideas about the skills required.

Importance of identification plan

- Helps one plan in advance so that other resources e. g the human resources can have their commitment.
- Helps to confirm the availability resources in place for a project making their allocation much easier.

How an identification plan is done

This is done by ensuring that one has the right people in the right department. Some team members could have more relevant or updated skills compared to others and if there is none, it helps the resource manager find the need for training in an effort to increase capacity building.

Time Management

The identification plan helps one to save on time during resource allocation and implementation.

Table 5: A Sample of Identification Plan

Activity	Target Date	Person In charge	Progress
Identify the skills, other resources, analyse and have stakeholder inclusion	Have specific dates on when each activity should be done.	Have a Person In Charge i.e. delegate duties to save time and resources.	Have frequent scrum meetings to show / share the progress of each activity.

6.2 Best practices are identified as per SOPs

The SOP resource management consists of 10 steps illustrated in the table below. The 10 steps can be divided into three:

- i) Action steps
- ii) Evaluation of availability
- iii) Monitoring of available resources

Flow chart of resource management

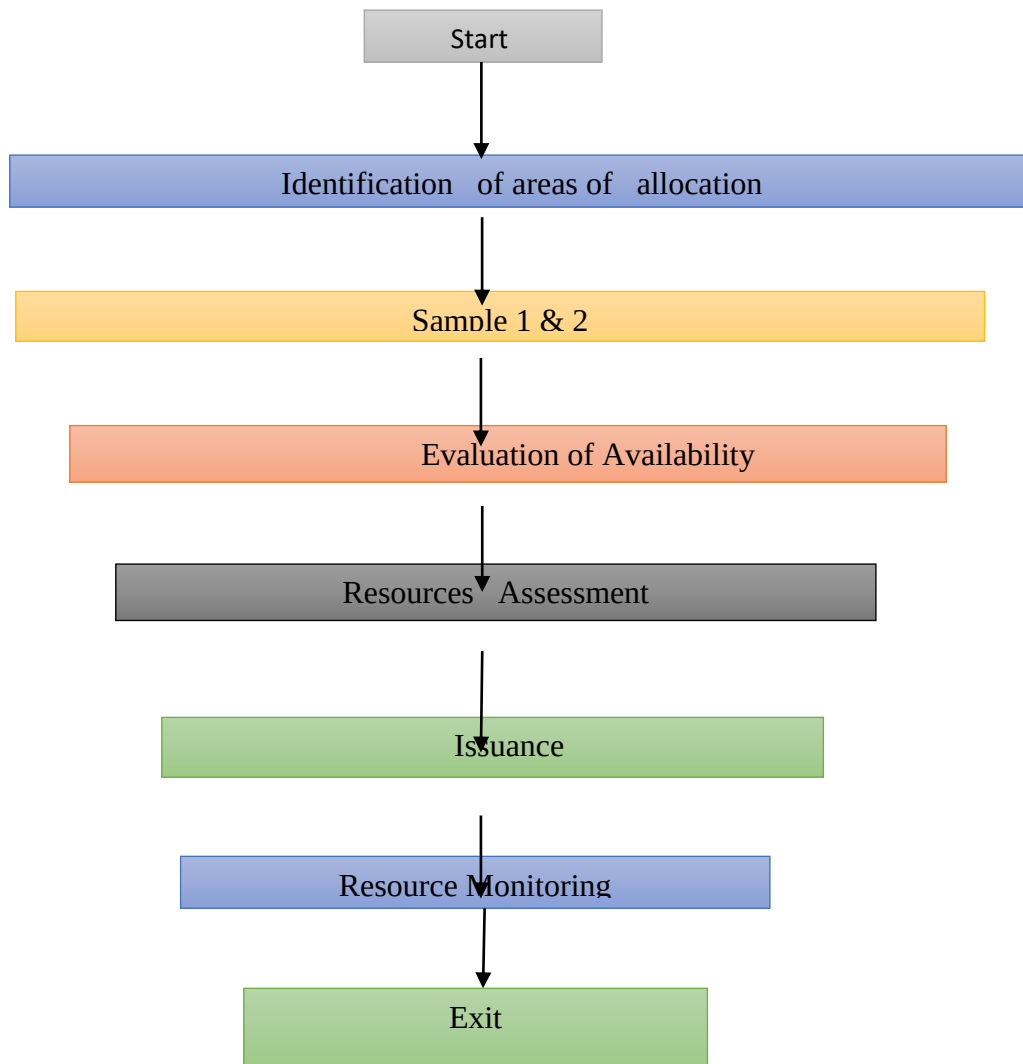


Figure 9: Flow chart of resource management

Importance of SOPs in organizations

- Allows organizations to have a systematic way of carrying out their process.
- Ensures that team members and other stake holders are on the same page in matters of resource management.
- Helps in line productivity and improve the quality of products and services offered by an organization.

Some of the best SOPs practices are:

- Work Performance: These may be like training more employees, but due to high turn over the organization may focus on entry level workstations.
- Training and testing workers on SOPs
- Publishing and Promoting the SOPs

6.2 The best practices are documented as per organization policy.

Documentation is recording of important information for future reference. Organization policies are simple statements or guidelines formulated by organization to safe guard the code of conduct for better service delivery.

The importance of documenting best practices

- It helps the organization avoid inconsistencies. This will help the working team have clear direction on how to handle specific resources in the right departments e.g. when a new employee joins the organization it becomes easier to understand where to start what to be done and when.
- Documented policies and practices helps to protect an organization from possible legal action or fraud. During service delivery and operation the policies helps to give best products and services as expected and in case of any damage that may occur the documented policies can be used to safeguard the reputation of the organization.
- Documented policies can serve as training as training manual. With the documented policies employees are well informed on what to do and when also for the new employees. It serves as a training manual where it clearly describes the critical daily tasks that must be accomplished.
- It's the face of the organization. An organization that has documented its policies shows the clients how organized they are shows the uniformity, best practices and safety being are key concerns of the operating services.

6.3 The best practices are shared as per organization policy

A policy document specifies the rules, guidelines and regulations that require employees to follow. Policies are essential since they address pertinent issues in an organization.

Concept of Practices Best

Social work has been founded upon universal principles of social justice and human rights. They need to find the resources necessary in the present without exhausting those that will be needed is key to SOP .as well as other principles of sustainable development. Good practice is a practice that has been shown to work well and produce good outcomes. (FAO, 2013).

Good Practices standards in SOP

For social work to be sustainable and generate positive change and add quality for people and professionals, some of these standards should be taken into account:

Participation: People that is groups, families, organizations and the clients must work together collaboratively to promote the clients access to the development, planning, execution and evaluation of policies and programmes.

Environmental protection: There exists a significant relationship between social and environmental problems. People experiencing these problems are the most disadvantaged.

Empowerment: This is a process by which individuals or groups learn to improve their skills from a state where they are capable of exercising control over various aspects of their lives.

In social work professionals should focus on the development of strengths, potential and skills of individuals for empowerment to occur.

Effectiveness, Efficiency and Impact: Effectiveness is “the evaluation of the level of objectives established or provided for in a project or science.” (Mase, 2011). Efficiency is the “relationship existing between outcomes obtained and economic costs and resources consumed or produced (Mase, 2011). Impact refers to evaluation of all effects of an action whether positive or negative and the changes experienced not only by the benefitting population but also other groups in the population (libora Bonilla,2007).

Importance of sharing best practices for community resource management

- **It nurtures a learning culture:** Sharing policies and practices instigates a learning environment in an organization. Companies that share best practices either through knowledge, tools, social media networks etc. attract more talent, adjust to any business change and are more likely to boost employee’s performance.
- **It identifies and fills knowledge gaps:** Helps resource managers recognize existing knowledge gaps within the organization and come up with better ways of or strategies to improve on the specific areas.
- **It generates creative and innovative ideas:** Helps the employees to share innovative and creative ideas that boost the performance and productivity of an organization
- **It leads to better decision making:** In resource management one needs to be very informative and through the shared policies and best practices resource manager is able to make informed decisions on behalf of the organization.
- **It boosts efficiency and competence:** By sharing best practice in an organization helps reduce wastage of time spent in looking for knowledge since they will be having access to the right information whenever they need.
- **It constructs a supportive corporate community:** With the shared best practice document to the community gives the resource manager an easy time to identify, allocate and sustain resources in the community are well informed on the benefits of collaboration/team work.
- **It reduces the loss of know how:** Through sharing best practice document, an organization is able to capture knowledge and ultimately reduce their losses.
- **It cuts down cost and time:** It enables organization and its team to come up with the right solution at the right time. In addition saves time consumed in

solving client issues. Final thoughts on sharing best practice document is:
Develop a community within an organization

Components in Documentation

- The why/goals: The context and goals of the project
- The What: Detailed technical documentation of the programming interface
- The How: Having example based guides for accomplishing specific tasks

Conclusion

This learning outcome covers components of a documentation plan for community resource management meaning of good practices methods and procedures of documenting good practices and ways of sharing good practice.

Further Reading



1. Read more on a guide to identifying and documenting Best practices in family planning programmes, World Health Organisation Regional Office for Africa . (2017)
2. Study on the resource Management and Capacity Planning Handbook:A guide to maximizing the value of your Limited People Resources by Jerry Manas August (2014)

6.3.7.3 Self-Assessment



Written Assessment

1. Which of the following best defines resource management?
 - a) Efficient and effective development of an organization's resources
 - b) The availability of funds
 - c) Meeting clients expectation of deliverable
 - d) Processing of goods and services
2. Why is resource management important?
 - a) It makes one (the manager) superior to others
 - b) Increases chances of misappropriating of resources
 - c) Helps in planning and management process more transparent
 - d) Shows organizational structure in place
3. What is the importance of sharing best practices as documented by the organization policy?
 - a) To open job opportunities
 - b) To classify employees performance

- c) Give the organization more client attraction
 - d) Helps in productivity and improve quality of products and services offered by an organization.
4. What is the main objective of documentation of organization policy?
 - a) To give board (top management credit)
 - b) Ensure the organization is up and running
 - c) Help guide organizations operations in resource management
 - d) Have documents looking good and presentable
 5. Why is identification plan development important?
 - a) To allocate resources extravagantly
 - b) To help resource manager plan in advance and confirm availability of resources
 - c) Give information to the implementing team
 - d) To have the information for personal benefits
 6. Which of the following categories is not a resource in community resource management?
 - a) Skills, capacity building, finance
 - b) Political instability, insecurity, lack of funds
 - c) Misappropriation of human skills, conflict of interest
 - d) Inadequate skills, destruction by natural calamities.
 - 7 Documentation plan is a document that shows the allocation and scheduling of resources to create and maintain
 - a) True
 - b) False
 - 8 Analyse the importance of documentation
 - 9 Demonstrate the best practices in document sharing
 - 10 Describe then components in documentation
 - 11 Evaluate the advantages and disadvantages of documentation
 - 12 Summarize on how to develop a documentation plan
 - 13 Identify the importance of sharing best practices for community resource management.
 - 14 Briefly explain the outline for documenting best practices

Oral Assessment

1. State three components of documentation in community resource management
2. Discuss the methods used in documenting good practices.

Practical Assessment

Develop a documentation plan and how the plan will be disseminated to the community.

6.3.7.4 Tools, Equipment, Supplies and Materials

- A functional office
- A fully equipped simulated operations training office

- Stationery
- Tablets
- Smart phones
- SD cards and card readers
- Recorders
- Text books

6.3.7.5 References



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Eli Bierman June 13, (2018) Essential components of great documentation.

Marta Blanco ,April 4 (2014) , social work and sustainable Wellbeing :Key Examples
of Good practices.

CHAPTER 7: COMMUNITY EMPOWERMENT

7.1 Introduction of the Unit of Learning/Unit of Competency

Community empowerment is a unit of competency offered in TVET level 6 Social Work and Community Development course qualification. This unit specifies the competencies required to conduct community empowerment. It involves identifying community needs, determining the target group, developing empowerment plan, carrying out community mobilization, acquiring empowerment resources and carrying out community empowerment. It also entails evaluating empowerment programmes, preparing community empowerment report and conducting follow ups. The Significance of community empowerment in TVET level 6 Social Work and Community Development curriculum is to equip the learner with knowledge and skills to demonstrate; critical thinking, empathy, and coordination and self-awareness skills among others so as to relate well in the workplace.

The critical aspects of competency to be covered include; demonstrated ability to identify community leadership structures, develop a need assessment and conduct it with relevant tools, identify resources gaps, document impacts and ability to share the informations acquired during the assessment, acquire empowerment resources, develop and implement an empowerment plan. The basic resources include; assessment tools, organization policies and procedures, a fully equipped simulated office and maps sensors data.

The unit of competency covers seven learning outcomes. Each of the learning outcome presents; learning activities that covers performance criteria statements, thus creating trainee's an opportunity to demonstrate competecies stipulated in the occupational standards and content in curriculum. Information sheet provides; definition of key terms, content and illustration to guide in training. The competency may be assessed through written test, demonstration, practical assignment, interview/oral questioning and case study. Self assessment is provided at the end of each learning outcome. Holistic assessment with other units relevant to the industry sector workplace and job role is recommended.

7.2 Performance Standard

Identify community needs, determine the target group, develop empowerment plan, carry out community mobilisation, acquire empowerment resource, carry out community empowerment plan and follow up as per the standard operations and the organization policy.

7.3 Learning Outcomes

7.3.1 List of Learning Outcomes

- a) Identify community needs
- b) Determine the target group
- c) Develop empowerment plan
- d) Carry out community mobilisation
- e) Acquire empowerment resources
- f) Carry out community empowerment plan
- g) Follow up

7.3.2 Learning Outcome No 1: Identify community needs

7.3.2.1 Learning Activities

Learning Outcome No 1: Identify community needs		
 Learning Activities	Special Instructions	
1.1 Identify Community leadership structures as per SOPs (Children, religious, political, women and youth leaders)	Group discussion	
1.2 Conduct introductory meetings with the community as per the organization policy	Case study	
1.3 Develop a needs assessment plan and tools as per the organization policy	Field excursion.	
1.4 Conduct a needs assessment as per the organization policy		

7.3.2.2 Information Sheet No7/LO1 Identify community needs



Introduction

The learning outcome cover contemporary theories of social change, meaning of community leadership structures, types of community leadership structures, importance of community introductory meetings, conduct of the introductory meeting, needs assessment plan, needs assessment tools and implementation of the needs assessment plan.

Definition of key terms

Community need: These are quality identifies strength and equitable resource which are available to meet need of children, youth and families.

Community leadership structures: Is a particular identification of general concept of leadership. It is actually base representation of community interest, purpose based or practice which are sometime done on the society.

Needs assessments: It refers to step-by-step process for determining and addressing between current condition and desire condition need.

Content/Procedures/Methods/Illustrations

1.1 Community leadership structures are identified as per SOPs (Children, religious, political, women and youth leaders)

Community leadership is particular identification of general concept of leadership. It is actually based on representation issues and problem effective the community. The following are the community Leadership Structures which are identified as per SOPs (Children, religious, political, women and youth leaders).

Roles of Community Leadership as per SOPs

- They play creates role on mobilization the society to participate on any community projects through fundraising to build up or fasten the programs to the end of it.
- They ensure that there is equal distribution of resource without considering any class someone comes from.
- Creates innovation to different individual to make assurance level independencies is required at low level
- Ensuring that the right of children and women in the society are also considered according to the way there.

Importance of Community Leadership as per SOPs

- Good leaders are also those that play role model to the community as it has been identified by SOPs which are children, religious, political, women and youth and also elders.
- They always support the community through facilitating communication among them
- Some Community Leaderships are always good in translating to long-term with more success with high morale and higher rate of employee retention.

Contemporary theories of social change

Social change theories are anything that is observed over a period of time with similar characteristics. It also means differences in any social history or phenomenon over a period of time. Social change may be defined as new fashion or mode or either modifying or replacing the old in today activities.

Types of Community Leaderships

- **Official leader:** They always encourage on community official business on economic developments
- **Civil leaders:** They always represent the ideas of a particular group of people or an organization.
- **Catalysts:** they do not have power over something but authorizes the voice of the community.
- **Connector:** they influence members of the community to make a relationship to each other to enhance peace in the society.

1.2 Introductory meetings with the community are conducted as per the organization policy

Meeting: this is where three or more individual comes together to share common aim and objectives.

The purpose of a meeting

There are always relevant in an organization because it helps to ease work activities since each and every one is given a role to play.

- Organizational tool on meetings
- Pools and develop ideas
- Plan
- Solves problems
- Make decisions
- Creates and develop much understanding.

Component of meetings

They are of three components:

- **Contents:** These are ideas information, knowledge, opinions and attitudes
- **Interactions:** This is the way in which these who are included in a meeting work together to deal with contents of the meeting.
- **Structure:** This is how both information and participants are organized

Types of meetings

There are different types:

- Informal
- Consult
- Solve problem
- Make decision

Planning and preparation of a meeting

For a meeting to be successful it should always be effective the chairperson has to:

- Plan, organize and control the discussion or subject on the agenda
- Maintain the group by encouraging the development harmonious
- Motivates individuals by contributing rewards

The chairperson always asks some question before any meeting is organized. They are as follows:

- Why the meeting is held?
- Is the meeting in suitable conditions?
- How should the meeting be planned?
- Who attends the meeting?
- Who should attend the meeting?
- What preparation is required for the meeting?

What is the purpose of the meeting?

- What is the objective and goals of the meeting?
- Advice always require on particular issues
- Is this a regular meeting to keep?

Is a meeting appropriate?

- The chairperson should always consider whether a meeting is necessary.

What preparation are needed for the meeting?

- Time and place of the meeting
- List of topics to be covered
- Relevant paper should be attached
- Give time of meeting to end.

The agenda: These are the heading or outline of plan of the meeting. Example are:

- Apologies or absence
- Minutes of last meeting
- Matters arising
- Training and development
- Finance and equipment
- Time
- A.O.B (Any other business)

Example of how an effective meeting minutes should be:

- The name of participants.
- Agenda on what should be discussed.
- Due dates.
- Action or task that each and every one is given.
- Taking points in meeting minutes.
- Decision making on the meeting.
- Record on important issues.
- Future decision makings.

1.3 A needs assessment plan and tools are developed as per the organization policy

Need assessment: This is the process for identifying and creating gaps in results based on the cost to acquire the need versus the cost to ignore the required one. Needs assessment plan: is step-by-step process to determine and address need or “gap” between current condition and desire conditions or “wants”.

These are the types of needs assessment tools:

- **Perceived need:** This define on how people think on how to acquire the desire of their willingness to have it is to services.
- **Expressed needs:** This defined by the number of people who have already acquired what they need to achieve by feelings are translated into actions.
- **Relative needs:** Are concerned with equity of and must be consider differences in population and social pathology.

Tool which are developed in needs assessment as per the organization

- Concept maps
- Concept test
- Knowledge of survey
- Exam
- Oral presentations
- Poster presentation
- Peer review
- Portfolios
- Rubric
- Written reports

1.4 A needs assessment is conducted as per the organization policy.

Need assessment is conducted as per the organization policy.

What is need Assessment?

- This is systematic process for determining and addressing need or “gap” between current condition and “wants”.

How to conduct a need assessments.

- i. **Brainstorming and planning:** Gathering groups of people who will serve as a need Assessments task forces. This people should include: leadership, serve delivering, staff, volunteers and consumers.
- ii. **Guiding documents:** Gather feedback from your task force this through right up the results as the guiding documents for the rest of your needs assessment work.
- iii. **Secondary data collection:** Data collection is defined as the process of finding information relevant to your question from the exist sources.
- iv. **Primary data collection:** This is the process of collecting Qualitative and Quantitative data directly from people you serve.
- v. **Data analysis:** This is where you analyse the collected results so that it helps statistically run up your projects well.
- vi. **Dissemination:** This is where the results collected through difference data is implemented and put into action.

Importance of need Assessments

- Contribute to program learning: This is through contribution of clear developments that a project could focus on.
- Improve decision making: This is where relevant information is collected to make it used on making sound decision about what should be invested.
- Implementation of any intervention is cultural appropriate: This is through designing to ensure things working culture different to that of the donor organization.
- Identify gaps: It is important because it helps to identify if there are other organizations working on the same kind of projects you are considering.
- Ensuring community engagement and acceptance toward the planning of the work.

Step 1: Identify the business need. A training assessment is the first step to any successful training program.

Step 2: Perform a Gap Analysis

Step 3: Assess training option

Step 4: Report training needs and recommend training plans

An example of an organization policy shows us how a need assessment is carried out in line with the organization policy.

Conclusion

This learning outcome covered: Contemporary theories of social change, meaning of community leadership structures, types of community leadership structures, importance of community introductory meetings, conduct of the introductory meeting, needs assessment plan, needs assessment tools and implementation of the needs assessment plan.

Further Reading



Read on effects of needs assessment plan from; References Cutts, Rafalski, Grant, C., & Marinescu, (2014). Utilization of hot spotting to identify community needs and coordinate care for high-cost patients in Memphis, TN.

7.3.2.3 Self-Assessment



Written Assessment

1. What is Community Leadership Structure?
 - a) It is the way of leading
 - b) It highly way of communicating to the community
 - c) Community leadership is a particular of general concept community interested
2. How do you help to reduce equality in the society?
 - a) Ensure that the equal distribution of resource
 - b) To ensure there is proper need are equal advice
 - c) To ensure that everyone participated in community mobilization
 - d) Boy most be even chances to express their needs
3. How to solve effective issues in identify need?
 - a) Ensure that each individual participates to reduction of poverty in the society
 - b) Making all resource available are access to each person as a leader
 - c) Ensure that you always consider all factor in an organization
4. Choose the correct way to overcome challenges during assessment needs
 - a) Through following all procedure of writing need assessments
 - b) Ensure the step are followed
 - c) Implementation of set goals
 - d) Through research following
5. How do you solve any conflict that may have risen in the community?
 - a) Ensuring that all procedure is followed accordingly
 - b) Mobilization of people to ensure nothing interfere with set rules and regulations
 - c) Ensuring that each and every person stick on that set roles
 - d) Making sure there is always a leader to create rules and guide them when broken
6. Which one of the following is not community structure according to the learning outcome?
 - a) Religion
 - b) Teachers
 - c) Youth leaders
 - d) Women? Children
7. Which one is not an element of organizational meeting
 - a) Pool and develop ideas
 - b) Plans
 - c) Make decisions
 - d) Create conflicts

8. Develop a community leadership structure
9. Analyse assessment tools used to identify community needs
10. Illustrate procedures and methods that are required on identification of community awareness need according to your learning outcome.
11. Identify and explain types of community leaderships.
12. Highlight source of community needs.

Case Study Assessment

In your community you are chosen to be the leader of identifying community needs, which way will you use to tackle all these community needs.

7.3.2.4 Tools, Equipment, Supplies and Materials

- Assessment tools
- Organization policies and procedures
- A fully equipped simulated office
- Maps sensors data
- Tablets
- Smart phones
- SD cards and card readers
- Recorders
- Journals

7.3.2.5 References



- Angier, H., Likumahuwa, S., Finnegan, S., Vakarcs, T., Nelson, C., Bazemore, A., ... & DeVoe, J. E. (2014). Using geographic information systems (GIS) to identify communities in need of health insurance outreach: an OCHIN practice-based research network (PBRN) report. *The Journal of the American Board of Family Medicine*, 27(6), 804-81
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7.3.3 Learning Outcome No 2: Determine the target group

7.3.3.1 Learning Activities

Learning Outcome No 2: Determine the target group	
 Learning Activities	Special Instructions
2.1 Conduct a consultative meeting with the community as per the organization policy. 2.2 Develop Selection criteria tool in consultation with the community as per the organization policy (gender, age, vulnerability and literacy levels). 2.3 Carry out selection of the participant as per the selection criteria. 2.4 Carry out confirmation of the target group as per the organization policy	Case studies Lectures Analyzing previous field reports Brainstorming on the whole concept of a target group

7.3.3.2 Information Sheet No7/LO2: Determine the target group



Introduction

This learning outcome covers definitions and meanings of different terminologies used while determining the target group, the meaning of a consultative meeting, importance of having a consultative meeting and its planning process, development of selection criteria and the tools used, target group selection criteria and processes, selection and confirmation of the target group as per the organization policy.

Definition of key terms

Organization policy: refers to a set course of action chosen by an organization from within other alternatives meant to direct and regulate both the current and future decision making on issues that concern the society.

Consultancy: consultancy refers to the activity of counselling or directing by a professional or a particular subject.

Target Group: target group is the particular group of audience that a given campaign is intended to reach and influence.

Selection criteria tools: these are mechanisms used in the determination of the abilities and characteristics which have been defined as suitable as per organization policy.

Content/Procedures/Methods/Illustrations

2.1 A consultative meeting with the community is conducted as per the organization policy

A consultative meeting involves a one on one between all the interested parties with the aim of coming up with a procedure and prepare the agenda. The meeting is usually attended by the officers in charge of planning the main event, the professional counsellors, the applicant or their representatives and those individuals who have made their presentations concerning the topic. Consultative meetings are usually chaired by an independent council officer. Consultative meetings do not have a specific set of procedures on how they are to be conducted, the applicant or rather the representative present at the meeting summarizes their application and each member of the participating group is allowed an opportunity to contribute and expound on the presentation. The planning officer acts as the secretary by recording the points being discussed. The consultative meeting council ensures fair results for all involved and the meeting is conducted normally for not less than an hour. From the recorded discussion, the officer prepares a report and comes up with a proposition on the application verdict, this is done on the following days or weeks after the meeting. The verdict is made through a council meeting or can be delegated depending on the characteristics of the application.

Importance of consultative meeting

The overall aim of a consultative meeting is to understand the important areas and enhance relationship between participants so as to ease the target implementation. The importance of consultative meetings are as follows;

- By participating and contributing, productive relationships are developed among the share holders
- Consultative meetings enable identification and monitoring of possible challenges on the organization policies.
- The meeting enables for the identification of requirements for the participating community selection.
- The proposed strategy is finalized through discussion among members.
- Through consultative meetings, members are made aware of the needs necessary as per the organization policy.

Consultative meeting allows all the participating members a chance to discuss the application and are notified about all the changes that might occur.

Consultative Meeting agenda

Although consultative meetings do not have a specific procedure on how they should be carried, the following agenda can be applied.

- Arrival.
- Update on the agenda.
- Applicants' presentations.

- Discussion of the presentation.
- Conclusion.
- Exit.

2.2 Selection criteria tool is developed in consultation with the community as per the organization policy (gender, age, vulnerability and literacy levels)

Selection criteria are the abilities, characteristics and eligibilities that have been defined as the most important for a community and are suitable as per the organization policy. To be able to select and develop the most suitable target, measurements must be carried out on the applicants by use of clear set standards that fulfil the particular requirements of the organization policy. These standards may include: minimum qualifications which against each other and selection criteria which are used to determine the most suitable candidate from among the rest of the applicants. Selection criteria look beyond the minimum qualification and focus on other important qualities such as relevance and uniqueness leading to the selection of the best applicant.

The organization policy contains some pre- selected criteria for the selection.

Selection criteria 1: Gender; according to the community's population ratio, what is the ratio of the female population compared to the male population. Inclusion of women in decision making and leadership, gender based violence and girl's access to education among other gender related cases.

Selection criteria 2: Age; youth population compared to the old, life expectancy in a given community.

Selection criteria 3: Vulnerability; entails the physical circumstances of a community, disaster vulnerability/ management and environmental factors.

Selection criteria 4: Literacy levels; level of capacity in the use of information, school enrolment and dropout rates.

Selection criteria tools

The given selection criteria are measured by application and use of the following tools;

- Application letters
- References
- Interviews
- Work sample

Each criterion used is given a weight to show how important it is in the overall decision according to its ratings.

Importance of selection criteria tools

a) Application letters

- Enables for easier breakdown of proposals that fulfil the requirements of the selection criteria.
- Gives the organization information about the project even before presentation.
- Saves time during selection process

b) References

- Helps other researchers to know where they can find further information.
- Strengthens the applicant's ability to argue.
- Enables other contributors to be rewarded

c) Interviews

- Helps in the achievement of correct information
- Boost confidence
- Enables the interviewer to gain more information that had not been captured in the application.

d) Work sample

- Provides a clear picture of the project proposed.
- Promotes understanding
- Allows for measurement of competency.

e) Written samples

- Allows for future referencing.
- Can be easily understood.

2.3 Selection of the participant is carried out as per the selection criteria

Applicants from different communities may present their applications to be participants, however only the community that best suites the qualifications according to the selection criteria will be selected. Selection of the participant is a strategic process reason why the selection procedure is clearly presented in both the package of application and promotional tools.

Importance of selection process

- Selection process helps save a lot of time as it ensures communication with the correct people
- Effective community selection process will ensure selection of most qualified community leading to the achievements of the organizations objectives.
- Promotes transparency and efficiency.
- Right participant selection helps in the achievement of the highest level of engagement.

Target selection process

Participant community selection process consists of three steps, the process is managed by a group of reviewers consisting of the organization staff and three members from a committee of advisors. The overall selection conclusion is then made by the organization in consultation with the committee of advisors

The selection process

- i. Presentation of interest letter which is signed by the appropriate government body or the main partner. This letter is a pre-selection element which will be used to enhance the process of decision making the letter bring about discussion which contributes to the community understanding of the overall organization intentions and also learn on the positive effects they are bound to gain from the activity. Pre- selection process is important in saving time as the unacceptable proposals are removed early enough. Those rejected letters may be revised but can only be accepted to the next step if they meet the selection criteria.
- ii. The completed applications which contain all the information about the community as per the organization policy are carefully reviewed in relation to the selection criteria by a group of professional.
- iii. This involves the last step where the memorandum of understanding (MOU) between the organization and the government body of the chosen community is signed. The memorandum of understanding contains the agreement terms and the expected activities.

NOTE: There are two types of decision making criteria namely: eligibility, the most important necessities that must be met by all the participants.

Selection, criteria used in the second step for comparison with the set objectives.

Selection criteria sample.

Criteria	Nairobi	Kitale	Nakuru
Gender	√	X	√
Age	X	√	√
Vulnerability	X	√	X
Literacy levels	√	X	√

2.4 Confirmation of the target group is carried out as per the organization policy

Confirmation of the target group entails coming up with the final decision on the participant that is most appropriate as per the organization policy and contains all the stated selection criteria.

After the selection of a participant is finalized successfully, the implementation process begins, this involves creating awareness among the target group and conducting surveys so as to achieve community engagement. The officials are also

required to acquire all relevant authority certifications and licenses and hire supervisors for criteria specific assigned a position each. The organization in charge then starts preparation for the community activities by providing all the required materials for the implementation and also financial budget for the process according to the organization policy, community engagement is done through:

- Getting community members to spread awareness among each other.
- Use images and publication to send the message.
- Engage community leaders so as to avoid challenges such as resistance or lack of turn up.

Participants of the consultative meeting after the confirmation of the target group are expected to come up with an agenda as per the organization policy.

Conclusion

This learning outcome covered the meaning of a consultative meeting, consultancy and target population, the importance of a consultative meeting, selection criteria development and tools, importance of selection process, target group selection criteria, selection and confirmation of the target group.

Further Reading



Read more on selection criteria as a process from Vanessa Jordan, (2018), Selection criteria exposed, 2nd Edition.

7.3.3.3 Self-Assessment



Written Assessment

1. The following include the selection criteria measurement tools except one, namely;
 - a) References
 - b) Vulnerability
 - c) Work samples
 - d) Application letters
2. Consultative meetings are usually attended by the following members **EXCEPT?**
 - a) Professional counsellors
 - b) The applicant
 - c) Planning officers
 - d) Supervisor

3. Consultancy is the activity of guiding by an expert on a specific subject.
 - a) TRUE
 - b) FALSE
4. State one importance of selection process?
 - a) Ensures transparency
 - b) Proposed strategy is discussed
 - c) Creates awareness
5. Mention one type of decision making criteria
 - a) Gender
 - b) Selection
 - c) Literacy
 - d) Consultancy
6. The following include importance of interviews **EXCEPT?**
 - a) Enables other contributors to be rewarded
 - b) Boosts confidence
 - c) Collection of accurate information
7. Consultative meetings aim at understanding the significant areas and enhance relationship
 - a) TRUE
 - b) FALSE
8. Explain the standards used to select a suitable target.
9. Prepare the processes involved in selection.
10. Analyse two types of decision making criteria.
11. Describe an organization policy.
12. Identify the term confirmation of target group.

Oral Assessment

1. Highlight the importance of consultative meetings.
2. Define the following organization policies selection criteria
 - a) Gender
 - b) Age
 - c) Literacy levels
 - d) Vulnerability

Project Assessment

State and explain all the processes and activities involved in the determination of the target group.

7.3.3.4 Tools, Equipment, Supplies and Materials

- Assessment tools
- Organization policies and procedures
- A fully equipped simulated office
- Maps sensors data
- Tablets
- Smart phones
- SD cards and card readers
- Recorders
- Journals

7.3.3.5 References



- Antonella, A. (2019). Protecting the Southern Ocean Ecosystem: The environmental protection agenda of Antarctica Diplomacy and science. In Kaiser W. & Meyer d. (Eds), international organizations and environmental protection: conservation and Globalization in the twentieth century. (pp. 268-292)
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7.3.4 Learning Outcome No 3: Develop empowerment plan

7.3.4.1 Learning Activities

Learning Outcome No 3: Develop empowerment plan		
 Learning Activities	Special Instructions	
3.1 Identify relevant stakeholders as per the needs of the community (donor, community members, government, non-governmental organization and well-wishers)	Group discussions Oral assessments Written tests	
3.2 Conduct stakeholders meeting to discuss the empowerment plan as per the organization policy.		
3.3 Formulate a time frame as per the plan		
3.4 Develop strategies and interventions as per the empowerment plan.		
3.5 Identify inputs of the plan of the plan as per the organization policy.		
3.6 Identify outputs of the plan as per organization policy.		
3.7 Gather Results as per the organization policy.		
3.8 Identify the indicators as per the results gathered.		

7.3.4.2 Information Sheet No4/LO3 Develop empowerment plan



Introduction to learning outcome

The learning outcome covers: The meaning of empowerment plan, community stakeholders, stakeholders' role in the formulation of an empowerment plan and factors to consider when formulating an empowerment plan, timeframe, strategies, interventions, inputs, outputs, indicators.

Definition of key terms

Stakeholders: These are people who are directly or indirectly involved in a certain subject tor organization. These are people who can affect or be affected by the organizational actions.

Time frame: This is a period of time set aside for a project to be finished within the specified time.

Empowerment: This is the process of equipping people with knowledge so as to improve living standards.

Content/Procedures/Methods/Illustrations

3.1 Relevant stakeholders are identified as per the needs of the community (donor, community members, government, non-governmental organization and well-wishers)

Stakeholders are people who have interest in a certain project. All the stakeholders of project have to play their part for any project to succeed. By the participation of stakeholders, they are able to own the project thus ensuring its success. For every project to be successful in the community, the different stakeholders have to actively participate in the project activities. The different stakeholders include:

The donor: A donor is a person, organization or group of people who usually provide financial assistance to a certain project of the community. The donor actively or directly deals with the project manager and not directly with the community. Since most community projects do not have access to the relevant resources, they seek assistance by writing proposals to different donors for financial support. The donor therefore plays a big role because without the finances, the projects cannot kick off.

Community Members: Community members are the biggest stakeholders of community projects. This is because, they come up with the project and they will be the ones to run the projects.

Government: It is important to involve the government in community projects because there are governmental policies that need to be followed and the government is required to permit the business to start.

Non-governmental organizations and well Wishers: These are people or organizations who usually come to offer financial assistance and man power or provide ideas for the project. Mostly, they provide financial assistance with no expectations of payment or rewards.

Importance of Having Stakeholders in Community Empowerment Projects

- **To obtain ideas:** The different stakeholders brainstorm, discuss and come up with ideas on how to deal with community issues. Through the different stakeholder, ideas are formulated for the betterment of the project.
- **Resource Mobilization:** For any project to take place, people must use resources. In this case, the community as the biggest stakeholder usually provides the resources required. For instance, sand, water to be used among other resources. Therefore, stakeholders are helpful in resource mobilization.
- **Man-power:** The community members as stakeholders, also come and work in the said projects. The community provides cheap and available labour which is important.
- **Financial Assistance:** Through the different stakeholders, the project is able to get finances for the project easily.

There are two main types of stakeholders, Primary and secondary stakeholders:

- a. Primary stakeholders' roles involve:
 - Providing man power.
 - Coming up with ideas.
 - Running the day to day activities of a project.
 - Provision of security for a project.
- b. Roles of secondary stakeholders:
 - Provide financial support.
 - Monitor the project.
 - Provision of guidelines for the project.

Primary stakeholders are the people who are directly involved in the day to day activities of the project. They mainly consist of the people who are working in the said project. They involve community members. On the other hand, secondary stakeholders are not directly involved in the activities of the project. They are external participants. They involve the donors, government

3.2 Stakeholders meeting is conducted to discuss the empowerment plan as per the organization policy.

Stakeholder meeting is the process by which the different stakeholders are introduced to one another so as to set objectives based on the plans of the project at hand.

The Importance of Having a Stakeholder Meeting to the Empowerment Plan

- **Introduction:** This meeting is very important because different stakeholders come together. Here, different stakeholders are introduced to each other. Ensures that the stakeholders will not be working with strangers but with people they know.
- **Creating Relations:** Through these meetings, the different stakeholders are able to interact and create a good rapport. Creating good relations between stakeholders ensures that the empowerment plan project runs smoothly.
- **Defining Responsibilities:** Through these meetings, the different stakeholders get to know their responsibilities and those of other stakeholders. This ensures that the empowerment plan will not have people engaging in activities not meant for them.
- **Brainstorming:** Since all stakeholders are in one place, they all come up with ideas for the betterment of the empowerment plan. This ensures that all ideas are considered and changes are made where necessary.
- **Project Execution:** The stakeholders meeting is used to discuss on the processes of how to execute the empowerment plan. They discuss when, how, where and by whom, among others.

3.3 A time frame is formulated as per the plan

A time frame is a document showing the start to the finish of the project. It shows the set time for start to when it is to be finished. In any plan for empowerment there has to be a schedule which involves the activities to be done by who at what time and where.

An example of a schedule is depicted in the table below.

Table 6: Time frame schedule

Activity	Who to Perform	Where	Duration
Bring sand and water	Community Members	At the site	Monday – Thursday 9.00 am – 10.00 am.
Bring cement from the shop	Manager	At the site	Thursday 9.00 am.

Importance of Time Frame

- It ensures that the project has been finished on time
- It keeps people on check as they try to beat the deadline set
- Ensure the fast progress of project
- Ensures a smooth running of activities of the project

How to create an effective strategy for development

- **Collection of data and facts:** To make a good strategy, it is important to know where the project is at and where it is headed to. The best way to collect this information is by using the (SWOT) analysis. This means knowing the Strengths, Weaknesses, Opportunities and Threats of a project. It is important to acquire the right information and facts of the project so as to come up with a good and viable strategy.
- **Come up with a vision statement:** This is a statement which aims to show that is to be achieved at the end of the project. It should clearly state what is to be achieved, how it should be achieved, and who should work on it.
- **Develop Mission Statement:** This is a statement that shows the short term goals that need to be achieved.
- **Identify strategic objectives:** The objectives should be specific, achievable, and realistic. This is to ensure that one can clearly know what is to be done in the empowerment plan. Objectives should be short but clear.
- **Come up with tactical plans:** In this stage, one is to come up with clearly stated plans that are aimed at dealing with issues or more addressing the mission statement.

- **Review:** Here, mostly, the management reviews the proposal's strategy and ensure its in line with the project goals.

3.4 Strategies and interventions are developed as per the empowerment plan

Strategies are the well-laid plans to ensure the smooth running of a project from the beginning to the end. The strategies ensure that the project activities run smoothly to the end of the project.

Interventions: There are plans that are introduced in the project when it starts failing so as to try and save the project. There are different forms of interventions that deal with the issues at hand. The most important thing in interventions is to first identify the problem before coming up with an intervention. When the worst comes to the worst, the last intervention option is to terminate the project altogether.

3.5 Inputs of the plan of the plan are identified as per the organization policy

A plan is a well organization of chronological events of what one wants to do in a particular period.

Reasons for planning as per the Organizational Policy

- **To gain confidence of the stakeholders:** When one comes up with a plan the different stakeholders especially the donors and the community gain confidence with you as the planner and also in the handling of the entire project. Through the plan, they will be able to know what is happening and why. A plan makes stakeholders to be interested and take part in the project.
- **To Be able to Obtain Funds:** Funds are required in every project, it will be easy to acquire funds from people when you present a plan on what you want to do and clearly state what the finances depict rather than asking for funds without presenting any plan. Without a plan one cannot easily access the required funds.
- **Identification of Goals to be achieved:** Through a plan, anyone is able to know the goals that have to be achieved by a certain project. This ensures that everyone knows what they are working towards.
- **Budget:** In a plan, there is always a budget. This budget is used to show how much funding is required for what activity. If one does not plan, then he would not have a budget for their project, and this might lead to failure of the project. This might be due to mismanagement of funds or inadequate amount of cash required for the completion of the project.

Steps of Formulating a Project Plan

- i. Explain the project plan to the stakeholders
- ii. Define the roles and responsibilities
 - Get a project manager

- Get the business experts
 - Get the project team
 - Get the project to know the project beneficiaries
- iii. Hold a stakeholder meeting
 - iv. State the goals to be achieved
 - v. Develop sub-goals from the main goals
 - vi. Develop the schedule and budget
 - vii. Allocate project managers according to their areas of specialization
 - viii. Develop a short term plan, e.g. a plan that shows activities per period
 - ix. Analyse the risks involved
 - x. Share the plan to the stakeholders

Example of how to formulate an empower plan in line with a sample organization policy.

In the formulation of an organizational policy the goals should be brief, direct and precise e.g. in an organization dealing with child protection the objectives can be:

- Ensure that every child is placed in a homestead.
- Ensure every child goes to school.
- Every child should have proper medical care.

3.6 Outputs of the plan are identified as per organization policy

Here, we are looking at the importance of planning as per organizational policy. The importance include;

- **It acts as a guide:** A plan acts as a guide to the different stakeholders because it clearly states who is to do what, when the activity is to be done and what should be done. A plan guides the stakeholders on the activities they should be carrying out.
- **Keeps stakeholder in check:** A plan will keep the different stakeholders in check in this sense. In the plan, there are time frames of what needs to be done and by when. Therefore, stakeholders will work hard to be able to meet these deadlines.
- **Management of risks:** It is important for any project to be able to minimize or manage the risks involved in a project so as to ensure its success. In a plan, risks are expected and the ways to deal with them. This is critical because involved participants will be able to deal with a risk as it occurs. Because they have anticipated it and they know how to handle it. This ensures the smooth running of the project
- **To obtain relevant stakeholders:** A plan helps one to identify the suitable stakeholders who are the best suited for a certain project. Through planning, one is able to obtain these stakeholders easily.

3.7 Results are gathered as per the organization policy.

Results refer to the outcome of a project after coming up with a plan and implementing it. Results are usually collected by the project manager and shared to relevant stakeholders. Results are usually collected after the full implementation of the project. So as to collect the correct results one has to carefully collect the relevant information. After the plan's full implementation, results are collected from mainly the stakeholders.

Most importantly, from the beneficiaries of the empowerment plan. This is to ensure that there was impact, either positive or negative to the community. It is also important to collect data from other stakeholders so as to know if the plan worked or not.

The Importance of Gathering Data

- **Achievement of Goals:** After carrying out the empowerment plan, one is able to clearly recognize whether the goals intended have been achieved or not. Results help in the process of knowing if what was to be achieved has occurred or not.
- **To evaluate the Plan:** A plan can be evaluated on its viability depending on the results collected after the implementation of the empowerment plan. If there are positive outcomes, then the plan was viable, but if there were negative outcomes, the plan was not viable.
- **Identification of Challenges and Achievements:** Results will let one know the achievement that came from the plan and also the challenges involved in carrying out the empowerment plan.
- **Identification of the Plan's Impact:** It is important to find out whether the plan had an impact on community members. The results help to show if the plan had any impact on the community.

3.8 The indicators are identified as per the results gathered.

An indicator is something that gauges the level of things or plans.

Factors that indicate that the empowerment plan has worked or not

- **Acceptance by the Community:** When the community seems to accept a certain project, it is a clear indication that it is a viable and good project.
- **Goal achievements:** By achieving goals it was set to achieve, indicates that the empowerment plan is viable and working.
- **Full plan Execution:** If the plan was fully executed, this shows that the empowerment plan has a good impact and it shows it's viable.

Conclusion

This learning outcome covered: The meaning of empowerment plan, community stakeholders, stakeholder's role in the formulation of an empowerment plan and factors to consider when formulating an empowerment plan and timeframe, strategies, interventions, inputs, outputs, indicators.

Further Reading



1. Read on staff development by Sparks. D & Hirish S (1997) A new vision for staff development..
2. Study on association for supervision and curriculum development.
3. Read more on development goals investment by Birdsall; Nancy Broekmans J Chowdhury M. Garaw P Gupta G R Ibrahim A.J & Lenton CR 2005. Investing in development goals. A Binagwaho (EP) Millenium project.

7.3.4.3 Self-Assessment



Written Assessment

1. Who among the following is not a stakeholder in a project?
 - a) Donor
 - b) Community member
 - c) Government
 - d) None of the above
2. Is time frame important in a plan?
 - a) Yes
 - b) No
3. A plan is a key component of the success of a plan
 - a) Yes
 - b) No
4. Which one is not a type of stakeholder?
 - a) Primary stakeholders
 - b) Secondary stakeholders
 - c) Tertiary stakeholders
5. Which one is not a step in coming up with a plan
 - a) Development of goals
 - b) Risk analysis
 - c) Resource mobilization

6. Stakeholder meeting acts as a forum for interaction between different stakeholders
 - a) True
 - b) False
7. Which one is not an importance of the community as a stakeholder
 - a) Provide manpower
 - b) Provide ideas
 - c) Teach on the plan
8. Evaluate the importance of having stakeholders in community empowerment projects?
9. Justify the different stakeholders involved in a project.
10. Differentiate between primary and secondary stakeholders.
11. Examine the importance of having stakeholder meeting in a community empowerment plan?
12. Discuss the advantages of a plan?

Oral Assessment

1. Define the term stakeholders
2. What is a plan?

Project Assessment

The north Eastern community has seriously suffered from drought experienced in the past months. They have a proposal of digging wells so as to get water for themselves and their animals. Formulate a plan of the proposed project.

7.3.4.4 Tools, Equipment, Supplies and Materials

- Assessment tools
- Organization policies and procedures
- A fully equipped simulated office
- Maps sensors data
- Tablets
- Smart phones
- SD cards and card readers
- Recorders
- Journals
- Stationaries

7.3.4.5 References



Armstron J. (1986). The value of formal planning for strategic decisions. Strategic Management Journal.

Brodford & Duncan (2000). Simplified Strategic Planning. Chandler House.

Michael. A., & Jude. K. (2005). Strategic Planning for Non-profit Organizations. 2nd Ed.

7.3.5 Learning Outcome No 4: Carry out Community Mobilisation

7.3.5.1 Learning Activities

Learning Outcome No 4: Carry out community mobilisation		
	Learning Activities	Special Instructions
4.1	Conduct community planning meeting as per SOPs	Discussions (oral)
4.2	Share the empowerment plan as per SOPs	Lecture method
4.3	Carry out role allocation as per the empowerment plan	Workshops.

7.3.5.2 Information Sheet No7/LO4: Carry out community mobilisation



Introduction

The learning outcome covers: Conduct of a community mobilisation planning meeting, steps of sharing an empowerment plan with the community and factors to consider when allocating roles in community mobilisations and the role SOPs play in community empowerment.

Definition of key terms

Community mobilization: Community mobilization is a process through which action is stimulated by a community itself or by others and evaluated by individual's groups and organization on a participatory and sustained basis to improve the health, hygiene and education levels so as to enhance their living standards.

Community: Commonality is a social unit with commonality such as norms, religions, values, customs, or identity.

Content/Procedures/Methods/Illustrations

4.1 Community planning meeting is conducted as per SOPs.

Community planning: This involves the formulation of long range visions, goals, policies and strategies for achieving social, economic and environmental sustainability within a community in order to guide future community development.

Steps of sharing an empowerment plan with the community

How community planning meeting is conducted as per SOPs.

Planning is the backbone for LQAS surveys. An LQAS survey will succeed or fail depending on how well it is planned for.

There are several steps involved while conducting community planning meetings as per SOPs and include:

- i. **Identify the monitoring gap that exists in the program**
 - a) Procedure:
 - Convene a technical planning meeting
 - Identify a service area
 - b) Tool:
 - Use a priority matrix
 - c) Responsibility
 - CAO
 - DHO
 - District planner
 - HMIS focal person
 - Biostatistician
 - Secretary for health
 - DHTS
 - Sub county chiefs
 - Town clerks
- ii. **Identify the sources of funding for the entire survey**
 - a) Procedure (How it is done):
 - Organize a meeting with key district personnel to introduce LQAS survey
 - Invite district stakeholders that can provide funding
 - Write to the identified stakeholders expressing the required support
 - b) Tools
 - HSSP 111
 - Nutritional performance measurement and management plan (PMMP)
 - Key partner indicator references guide
 - Family planning and reproductive health indicator guide.
 - c) Responsibility
 - District planner
 - Sub county planner
 - Town clerks
 - Biostatisticians
 - Secretary for health
- iii. **Identify the survey target groups and indicators for assessment**
 - a) Procedure
 - Consult the program documents to obtain the district outcome indicators.
 - Review national and district indicators for the services

- Confirm indicators of interest for the district
 - Consult HSSP, UNGASS education, water and sanitation and other indicator reference material.
- b) Tool
 - Key partner indicator lists
 - Education indicator reference guide
 - Family planning and reproductive health indicator guide
- iv. **Identify where to conduct the interviews(village selection)**
 - a) Procedure
 - Obtain the latest census data from the district planning unit or UBOS
 - Confirm the list of the SAs to be surveyed
 - Confirm the villages by SA
 - b) Tool
 - Guidelines for selection of supervision areas
 - Interview location workplace
 - Village registers
 - UBOS census data set
 - c) Responsibility
 - District planner
 - Biostatistician
 - DHTs
- v. **Steps develop and pretest LQAS surveys questions**
 - a) Procedure
 - Basing on the indicators collectively agreed upon, design the required survey questionnaires
 - Translate and back translate the key terms for easy understanding and standardized use
 - Pretest the questionnaires
 - b) Tools
 - List of indicators
 - Operators research handbook on designing HIV/AIDS intervention studies
 - c) Responsibility
 - District planner
 - Biostatistician
 - Sub county chiefs
- vi. **Develop a detailed implementation plan**
 - a) Procedure
 - List all the activities to be conducted in the LQAS process
 - State the outputs and the required resource

- b) Tools
 - Detailed implementation plan for community LQAS survey procedure.
- c) Responsibility
 - District planner
 - Biostatistician

Importance of community planning meeting

- To improve service provision
- Making a real difference
- Practice community engagement
- Recognizing the role of community and voluntary bodies
- Linking the community plan and development plan
- Develop guidance to deliver effective and consistent community planning practice

4.2 The empowerment plan is shared as per SOPs

Empowerment plan: It is an organization developed to address homelessness by providing jobs to homeless women and helping them either by educating them and they become empowered.

How is empowerment plan shared as per SOPs?

- National policy for women welfare.
- The constitution of a country like India itself demands for social, economic and political justice to all sections of society and directs the government to take special care of the underprivileged people, it accepted a socialistic plan of state of government.
- Measures for providing welfare services to the imperative to the weaker sections of the state became an integral part of its functions and responsibilities.
- Inclusion of women with disabilities imperative for women economy development
- Supporting women survivors of GBV to obtain services and access justice
- Ensuring gender equality and women's empowerment
- Convention on the elimination of all forms of discrimination against women (CEDAW)
- Ending violence against women and girls.

Why is empowerment plan important to a community?

- It helps raise awareness and increase knowledge of the people to encourage discussions and debates so that people gain insight on taking control over every obstacle/challenge facing them.
- It is excellent in helping to achieve public service, strong and cohesive communities and a thriving democracy.

- It helps to change the community attitude and approach day listening and being prepared to be influenced.
- It helps give confidence, skills and power to communities to shape and influence what public bodies do for or with them

4.3 Role allocation is carried out as per the empowerment plan

Role allocation: It is allocating roles to people on the basis of their appropriate skills, knowledge and talents.

How role allocation is carried out as per the empowerment plan

- Because people are empowered, they are able to understand that there are no specific jobs for men alone, even women can do those jobs
- Empowerment has given everyone an opportunity to study
- Role allocation has enabled everyone to enjoy equal rights without discrimination of gender
- Role allocation has enabled families coming from poor background go to school and achieve their dreams.

Factors to consider when allocating roles in community mobilization

- **One should consider leadership:** You articulate the type of leaders you want to work with for better performance
- **Organization capacity:** It is always advisable to know the organization capacity of your organization so that you know how many people to allocate certain tasks.
- **Communication channel:** Ensure you have an effective communication channel whereby everyone involved gets to receive the information concerning their roles and what is expected from them
- **Assessment:** It is good to do assessments to see whether the roles allocated are enough and are being executed, to identify the challenges and be able to implement.
- **Resource mobilization:** When allocating roles in community mobilization ensure you have adequate resources to run the community.
- **Administrative and operational management:** Always consider your management, the key personnel running the community, know their hierarchy and allocate each one of them roles also ensure that your operational capacity is taken care of, by having enough equipment like machines, generators in case power goes off, so the work continues even after power goes off, ensure all things are in place.

Conclusion

This learning outcome covered: Conduct of a community mobilisation planning meeting, steps of sharing an empowerment plan with the community and factors to

consider when allocating roles in community mobilisations and the role SOPs play in community empowerment.

Further Reading



Read more on mobilisation planning meeting

7.3.5.3 Self-Assessment



Written Assessment

1. How is community mobilization carried out?
 - a) Community
 - b) Neighbours
 - c) Nation
2. How can a community be empowered?
 - a) Development
 - b) Giving them money
 - c) Community participations
3. Which one of the following is not a role of the communities in development?
 - a) Build community on justice,
 - b) Equality and mutual respect
 - c) Gain power
4. What is the importance of carrying out community mobilization?
 - a) It tackles health issues
 - b) To get people's attention
5. How can role allocation be done?
 - a) Training
 - b) Research
 - c) Sympathising
6. What challenges do communities face?
 - a) Poverty
 - b) Crime
 - c) Lack of knowledge on how to use money
7. Name at least one social problem from below?
 - a) Drug abuse
 - b) Unemployment
 - c) Lack of adequate funds
8. Highlight five advantages of collecting data in resource assessment.

9. Briefly discuss how companies can apply collaboration in an attempt to acquire resources.
10. Highlight some challenges likely to be encountered in the process of resource acquisition.
11. Justify the need of carrying out a resource assessment in an organization.
12. Explore different strategies of identifying resource gaps in an organization.

Oral Assessment

1. What are some of characteristics of a community?
2. How can a community promote peace?

Practical Assessment

Visit a community in your area, identify the activities carried out in empowerment and how they conduct community mobilization.

7.3.5.4 Tools, Equipment, Supplies and Materials

- Organization policies and procedures
- A fully equipped simulated office
- Maps censors data
- Tablets
- Smart phones
- SD cards and card readers
- Recorders
- Journals

7.3.5.5 References



- Kivatsi,D(2011). *Effects of merry go round strategy on women economic empowerment in Kwale county*, unpublished Thesis of Kenyatta University
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7.3.6 Learning Outcome No 5: Acquire empowerment resources

7.3.6.1 Learning Activities

Learning Outcome No 5: Acquire empowerment resources		
	Learning Activities	Special Instructions
5.1	Assess available resources as per the organization policy.	Group discussions
5.2	Identify resource gaps as per SOPs	Case study
5.3	Acquire resources as per the organization policy.	

7.3.6.2 Information Sheet No7/LO5: Acquire empowerment resources



Introduction to learning outcome

The learning outcome covers: The importance of assessing available community resources ways of identifying resource gaps, how resource gaps can be filled, and methods of acquiring resources.

Definition of key terms

Empowerment: can be defined as granting someone the power, the right or authority to perform various duties.

Resources: can be defined as valuable materials that include things like money which can be used to facilitate the functioning of an organization.

Resource gaps: is a disparity between resources available and the needs it should satisfy.

Content/Procedures/Methods/Illustrations

5.1 Available resources are assessed as per the organization policy.

Resources can be defined as things used to make other goods. Resources are often divided into three major types:

- **Natural resources:** Which compromise of all materials supplied by the nature e.g. Land
- **Human resources:** That compromise of persons who produce goods and services based on their skills and expertise and the last category is capital; that includes money, products or even supplies used in the production of goods

Resources are broadly classified upon their availability; this puts our focus into

- Renewable resources
- Non-renewable resources

Renewable resources are water, air, solar, energy while the latter included things like coal, oil. A natural resource can be defined as anything obtained from the environment that could be used to satisfy human needs and wants. Assessment methods are techniques, strategies that determine whether the intended outcomes are being achieved or not. Resource assessment is integral to economic development planning because the local resources are the primary means through which the outcomes can be gauged

Resource assessment goals include:

- Identification of the critical resources and assets
- Evaluating their potential and their impact to development goals
- Defining ways to effectively apply them

Assessment brings focus to some basic questions often asked that depict whether the outcomes have been met or not. These questions are as follows:

- What resources are applicable? Which gaps, constraints or weakness exist in these resources; which are the most important resources that would meet the organization goals?
- How well are these resources utilized and who utilizes them
- How can the valuable resources be improved or how would they be better utilized to achieve the intended goal
- What organization can address the identified problem?

Importance of resource assessment

- Resource assessment is important in the sense that it helps identify the most prevalent risk that could be incurred.
- Resource assessment helps in setting realistic goals and also brings the focus to the conditions that call for change
- Resource assessment helps in identifying a priority population
- It also helps in designing programs that are suitable in addressing the needs already realized by the assessment
- It also helps in strategic use of resources that could include staff funding and materials
- It helps in the development of better grant proposal
- The report gathered from the assessment could be used for future program planning

Resources that are available for conducting a resources assessment include:

i. State and locate data

State data include data from the country's public health reports, school district reports or reports published by the NGO's in the community.

Resource assessment done in the following steps:

- Gathering information on the problems/ needs facing the community under study
- Identifying the existing resources
- Prioritizing the needs that need to be tackled
- Specifying the target population

Resources assessment follows five essential tasks for it to be a success. These are:

- A working group has to be established; this will help in conducting the needs and the essential. The group has duties like developing a timeline for the completion of the task, determining each participant roles and providing initial data that would initiate the assessment. A data collection plan has to be developed; this entails determining assessment questions such like description of the demographics expected, determining the important determinants and even potential collaborations that would offer support especially monetary. A plan for collecting existing and new data also has to be established; this plan is made possible by the available resources and methods of collecting the new data could include such like surveys, observations etc.
- Collection of data. In resource assessment, data collection takes about three to four months
- The collected data has to be analysed through reviewing the existing and new data to a test if it answers the assessment questions.
- Link the findings to a model; models serve to point out indicators that are to be measured to ascertain if the outcomes have been attempted. Linking also serves to ensure that the program fits the priorities of the organization

5.2 Resource gaps are identified as per SOPs

A resource gap is a loophole that exists between organization current resources and the resources that it needs to satisfy its future needs. These gaps are identified through an analysis that examines the resources an organization currently has a those that it needs to achieve its objectives. The resources enable the organization to provide services that yields more profit to its client, and they provide a competitive edge with the other companies. The analysis involves a brainstorming exercise to ascertain the resources a company possess and generating a quantification of level of those resources that are inadequate staffing and unclear priorities often leave the resource gaps that necessitates the need to be filled to ensure smooth running of an organization. strategies to fill these resources gaps includes, considering factors like talent, technology that is ever growing, information that is often got through research and collaborations. Necessity to reach its outcomes, this then makes it easier to formulate a plan to acquire those amounts through buying or hiring to formulate a plan to acquire those amounts through buying from other companies.

What to consider when identifying these resources gaps?

- One should be specific about the gap
- Dig deeper and determine why the gap exists
- This can be done by asking questions and questionnaires then answering to those questions until the root cause of the gap are clear
- Devise improvement to fill the resource gaps

This point clearly spells out that one should come up with ways that could be used to fill these gaps; and those ways should be applicable. Once you understand why the resource gaps exist; the next proper thing to do is to come up with the proper actions that would see to it that these gaps are filled

The following guidelines are used to come up with the correct strategies to fill these resources

- All the information regarding the improvement of these gaps becomes a basis of what to do; e.g. if a team is too busy doing some type of work, it becomes way difficult for them to step back and come up with new strategies
- The cost of implementing solutions for each resource gap should also be considered; this brings in the idea of considering partnership/ collaborations in chances where the cost is maybe too high
- Last but not least; the dates that one would like to have the resource gaps filled or resolved are identified; this helps minimizing chances of overlooking or forgetting a certain issue and helps in setting milestones that focus on success attainment.

Challenges that come up in filling these resources include attempt to try and close too many gaps at once; this puts a lot of pressure in the organization which could even mean that no gaps would be filled

5.3 Resources are acquired as per the organization policy

Resources are valuable possessions that an organization has or needs to have to conduct its functions effectively. They are productive factors required for a completion of an activity. They include: money, materials, resource persons etc.

Factors considered when selecting resources include

- **Rare:** Is this resource rare how is this resource rare? Is it easy to find it within the geographical zone?
- **Complexity:** How complex can this resource be? Is it workable with the common person?
- **Uniqueness:** A good resource has to be unique. It should not be a subject to limitation
- **Durability:** A good resource should be highly durable; this saves a lot of money that could otherwise be spent purchasing that particular resource.
- **Usefulness:** Is an important characteristic of all resources? All resources are useful; new resources have to be useful; they have to add value to what exists in

the organization. Human resource for example is one of the most useful resources an organization can have. The skill and expertise possessed by the human personnel is very crucial in attainment of organization goals

- **How limited are these resources?** Different resources vary in their limitations and in the accuracy of how those differences are measured; time for example is the most limited resource; in the sense that a typical day only has 24hrs
- **Interrelatedness of the resource:** This means that the use of one resource depends on the use of the other resource; the more the interrelationship the faster the attainment of the goals. Resource management plan is needed in the plan of acquiring resources, there is need to know what kind of resources needed in the organization and exactly who are involved. A cost factor is considered; hence an important factor in the acquisition of these resources; one has to carefully analyse the cost required in a budget

A time frame is like a schedule that tells when the resources are needed and when they can be relieved. Lastly the resources calendar informs on the availability of the resources, the maintenance schedule planned timeouts etc.

How are these resources acquired?

- Negotiations from other organizations
 - This helps to allocate the right people needed in this task and the duration or the timespan needed for the same
- The resources can be acquired from outside the organization
 - This would mean that a lot of consultation would need to be done to ascertain that competent people take up the task
- The resource can also be acquired through partnership with other organization
 - This helps in saving the cost; especially for the resources that are too expensive
- Through applying the advancing technology; one can actually acquire a resource virtually quicker and faster by using the virtual world, this though brings the focus to the need to have versatile group of persons who can work remotely

Conclusion

This learning outcome covered: The importance of assessing available community resources ways of identifying resource gaps, how resource gaps can be filled, and methods of acquiring resources.

Further Reading



7.3.6.3 Self-Assessment



Written Assessment

1. Which among the following is not a characteristic of a good resource?
 - a) Durable
 - b) Complex
 - c) Cheap
 - d) Durability
2. Which one of the following is not a form of goods needed in conducting a resource assessment?
 - a) Identification of the resource already available
 - b) Utilizing the resource present
 - c) Ignoring the resource gaps already present
3. Which among the following is not considered as a factor in coming up with strategies to fill the resource gaps?
 - a) Cost
 - b) Information
 - c) Timeframe
 - d) Expectation
4. State and local dates are useful when conducting resource assessment
 - a) True
 - b) False
5. Resource are either natural resources or temporary resources
 - a) True
 - b) False
6. Renewable resources include the following except
 - a) Water
 - b) Air
 - c) Coal
 - d) Energy
7. A natural resource is a resource that is provided by the nature
 - a) True
 - b) False
8. Define a resource gap analysis.
9. What advantage does collection of data have in resource assessment?
10. Give two advantages of resource assessment.

11. Briefly explain how companies can use collaboration in attempt to acquire resources.
12. What are some challenges that could be anticipated in an attempt to fill the resource identified?

Oral Assessment

1. Outline the steps for identifying resource gaps.
2. State ways of assessing community resources.

Practical Assessment

Conduct an assessment to determine whether the resources already at hand can help in the attainment of the objectives and justify your findings.

7.3.6.4 Tools, Equipment, Supplies and Materials

- Assessment tools
- Flash drive
- Data collection tools
- Organization policies and procedures
- A fully equipped simulated office
- Maps sensors data
- Tablets
- Smart phones
- SD cards and card readers
- Recorders
- Journals

7.3.6.5 References



Adam R (2003) Social Work and empowerment

Perkins, D, D & (1995) empowerment theory, research and application American Journal of community psychology

Ruth J. Parson (1998) Empowerment in social work practice. A source book Brooks/Cole Publishing Co

7.3.7 Learning Outcome No 6: Carry out community empowerment plan

7.3.7.1 Learning Activities

Learning Outcome No 6: Carry out community empowerment plan		
 Learning Activities	Special Instructions	
6.1 Execute community empowerment plan as per organization policy	Group discussion Project/Program writing	
6.2 Monitor empowerment programs as per the organization policy		
6.3 Prepare community empowerment report as per SOPs		

7.3.7.2 Information Sheet No7/LO6: Carry out community empowerment plan



Introduction

The learning outcome covers: community empowerment cycle, implementation of the empowerment plan, training plan, community demonstration sessions, trade fairs and shows, benchmarking and video/visual aids, monitoring of the implementation of the community empowerment plan and evaluation of the community empowerment plan.

Definition of key terms

Empowerment: it involves a process of giving power to someone to achieve a certain goal.

Monitoring: it is a routine check up on activities being carried out in a project.

Standard Operating Procedure: a step by step instruction manual to assist one conduct complex routine

Content/Procedures/Methods/Illustrations

6.1 Community empowerment plan is executed as per organization policy

An empowerment plan is a guideline containing a set of measures develops to intensify the degree of self- determination and autonomy of a community in order to enable them present their needs and interests in a responsible, acting on their own capacity. Empowerment refers to the capacity of individuals or groups to control their circumstances to achieve their objectives in order to improve the quality of their lives.

In a community there are five types of empowerment they include:

- Social empowerment
- Educational empowerment
- Political empowerment
- Economic empowerment
- Psychological empowerment

A community empowerment cycle is the process undergone by a community from the inception of an empowerment plan, to its execution attaining its results and evaluating its progress

Steps in creating an empowerment plan

- Define goals and objectives
- Recruit a team to undertake the plan
- Choose a criteria that is complete, current and clear
- Assign duties/ responsibilities to the team
- Create a clear schedule
- Review the plan
- Monitoring and evaluation

An empowerment cycle clearly outlines all the processes used. Its main characteristics include:

- **Initiation phase:** Defines the project, that is, its vision and mission, its objectives, its risks and descriptions, its names and secured sponsors and the relevant stakeholders
- **The planning phase:** The empowerment plan is developed and executed/implemented here.
- **Execution phase:** All activities planned in the previous phase are conducted. The planning team acts as supervisors. They monitor and control the implementation process.
- **Termination phase:** Marks completion of the phase, thus the official closure of the project, done after monitoring and evaluation have been conducted.

Execution of a community empowerment plan is considered a success if the results gained show that the community not only feels but acts empowered. Community empowered can be achieved through the following ways:

- Training plans
- Community demonstration sessions
- Trade fairs and shows
- Benchmarking
- Video/ visual aids
- Education scholarships
- Economic projects such as irrigation schemes

6.2 Empowerment programs are monitored as per the organization policy

Monitoring refers to the regular observation of activities undertaken in a program while recording the information gathered. It is a routine check on the progress of activities carried out in a project. It also involves providing feedback on the program to the relevant stakeholders.

Purpose/ importance of monitoring

- Seeks to answer if the project is meeting the goals.
- It helps in decision making.
- Determine whether resources allocated are well used and sufficient.
- Identify challenges facing the projects and coming up with interventions/ solutions.
- Provides program feedback the stakeholder.
- Determine whether the project planning was sufficient.
- Gives suggestion on interventions and modifications needed to be made on the project implementation.

Monitoring can be conducted by (according to organization policy)

- Investors and donors
- A third party contracted by the organization. Must be independent.
- The execution team/ project managers.
- Credibility of the monitoring relies heavily on the independence of the evaluators. As it is a regular routine check, it is conducted at any time, or phase of the project cycle.

Steps followed in monitoring:

- i. Completion of background tasks of SMART objectives (specific, measurable, achievable, realistic, time conscious)
- ii. Designing and implementing management
- iii. Design a proper methodology
- iv. Choosing a pilot study
- v. Execution of the monitoring activity
- vi. Gathering results
- vii. Report writing

6.3. Community empowerment report is prepared as per SOPs

An empowerment report is a document that articulates information in an organized format on the empowerment program for presentation to a specific audience it is a written document. Standard of operating procedure are systematic instructions written step by step to help one in carrying out complex operations which are routine. They aim to achieve quality, efficiency and performance unity.

How to write an empowerment report

- **Title section:** Contains author's name and date of report preparation.
- **Summary:** A short description of the points, conclusion and recommendation.
- **Introduction:** Explain why the report is being written.
- **Body:** This is the main section. Information is arranged in a chronological order from the most important
- **Conclusion:** Gives a summary of the whole report

- **Recommendations:** These are interventions that is, what needs to be done.
- **Appendices:** includes technical details that are used for conclusion.

An example of an empowerment report:

In a confidentiality policy of an organization, a report on monitoring of an empowerment plan states that it can only be disseminated to others only if approved by the organization.

Empowerment Plan

Organization

Date and Reference Number

Title Section

Summary

The significance of empowerment reports include:

- Presentation of adequate information.
- Knowledge gathered can be communicated to interested parties.
- Assist in decision making.
- Offer proof of the program's implementation.
- It aids in solving problems.
- They relay the organization's information to the public

A community empowerment report is written after monitoring and evaluation of the empowerment program is done. It is done at the end of the project cycle as it offers a summary of the whole project.

Conclusion

This learning outcome covered: Community empowerment cycle, implementation of the empowerment plan (training plan, community demonstration sessions, trade fairs and shows, benchmarking and video/visual aids), monitoring of the implementation of the community empowerment plan and evaluation of the community empowerment plan.

Further Reading



Read on developing frameworks Markiewicz, A. & Patrick, 1. (2016). Developing, Monitoring and Evaluation Frameworks.

7.3.7.3 Self-Assessment



Written Assessment

1. Which of the following is not a type of community empowerment?
 - a) Social
 - b) Political
 - c) Physical
 - d) Economic
2. Which one is a phase in the empowerment cycle?
 - a) Planning
 - b) Defining
 - c) Identification
 - d) Formulating
3. Which of the following is the odd one out?
 - a) Training plans
 - b) Benchmarking
 - c) Trade fairs and show
 - d) Trips
4. Which is not a step in a report writing format
 - a) Introduction
 - b) body
 - c) conclusion
 - d) design
5. Credibility in monitoring relies on the evaluator's interdependence.
 - a) True
 - b) False
6. Monitoring can be conducted by all the following apart from
 - a) Public enemy
 - b) Independent consultant
 - c) Implementation team
 - d) Investor
7. Monitoring is the same as evaluation.
 - a) True
 - b) false
8. Illustrate the steps followed in monitoring empowerment cycle.
9. Outline how community empowerment can be achieved.
10. Describe how to write a community empowerment program report.
11. Evaluate the importance of monitoring.
12. Outline the empowerment cycle process.

Oral Assessment

1. Identify components to include in community empowerment plan.
2. Differentiate between empowerment and development.

Project Assessment

Select an empowerment program in your community and formulate an empowerment plan on how to conduct it.

7.3.7.4 Tools, Equipment, Supplies and Materials

- Organization policies
- A fully equipped simulated office
- Maps censor's data
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- Recorders
- Journals
- Computer with internet access

7.3.7.5 References



Helling, AL Berthet R.S and Warren, D (2005) Linking community empowerment, decentralized government and public service provision through a local framework. Washington DC: World Bank.

Mwanzia, J.S and Strathdee, R.C. (2016) , Participating development in Kenya, Routeledge.

Mayne, J. W.(2017) Monitoring Performance in the Public Sector: Future Directions from International Experience. Routeledge.

7.3.8 Learning Outcome No 7: Follow Up

7.3.8.1 Learning Activities

Learning Outcome No 7: Follow Up		
	Learning Activities	Special Instructions
7.1	Conduct an impact assessment as per SOPs	Field trip
7.2	Document the impacts as per SOPs	Group discussions
7.3	Disseminate information as per organization policy	Lectures

7.3.8.2 Information Sheet No7/LO7: Follow Up



Introduction to learning outcome

The learning outcome covers: The meaning, methods and documentation procedure of impact assessment findings. Methods of disseminating information to relevant stakeholders, print media, electronic media, public Baraza, advantages and disadvantages of various methods of disseminating information.

Definition of key terms

Disseminating information: Sharing of knowledge to stake holders in relation to a particular project.

Impact: They are effects as a result of actions taken.

Impact assessment: A structured process that considers the implications of proposed actions in a particular time.

Stake holders: People and organizations involved or affected by a certain project.

Content/Procedures/Methods/Illustrations

7.1 An impact assessment is conducted as per SOPs

An impact assessment is a structured process that considers the implications, for people and their surroundings, of proposed actions while there is a timeframe to modify (or do away with) the proposals.

Impact assessment involves:

- Identifying and characterizing the most likely outcomes of actions proposed, that is, impact forecasting/ prediction.
- Assessing the social significance of those outcomes, that is, impact evaluation.

Reasons for carrying out an assessment:

- **To know the activities of the organization:** Through assessments one is able to know the activities that are ongoing in the organization. This is important as one is able to know the activities and how they are run in the organization.
- **Identification of risk:** Assessments enable one to know the risks that have arisen in the organization. Assessments help in identification of risks early. This is important as one can identify a risk way before there are serious problems.
- **Keep workers in check:** Assessment keeps workers in check. Since the workers will know that assessments can be done at any time then they will be on their toes.
- **Know the organization's progress:** Through an assessment one can clearly know if the company is heading in the right direction. Assessments help in knowing if there is positive or negative progress in the organization.
- **Policy changing process:** Assessments help in knowing what to change and what needs improvement. Policies can be put in place based on the assessments made.

Impact assessment aims to:

- Provide information for decision making. This information analyses the social, economic, biophysical and institutional outcomes of proposed actions.
- Promote transparency of the project to all stakeholders as per standard operating procedures (SOPs).
- Ensure public participation in decision-making.
- Identify processes, methods and procedures for follow-up (mitigation and monitoring) in policy, project planning and cycles.
- Contribute to sustainable development.

Methods of conducting impact assessments are implemented using:

- Project selection. The project to be assessed is chosen.
- An evaluability assessment is conducted to determine the value matrix of the project.
- Research plan preparation.
- Contract and staff. It involves recruiting a team to conduct the impact assessment.
- Field research and data analysis. It involves data collection using the appropriate tools and Analysing the data to come up with conclusive results.
- Sharing and disseminating findings from the impact assessment. This helps in promoting transparency and enhancing decision making.

Impact assessment promotes a participatory, inclusive approach which accepts views of different stakeholders and different knowledge types. Other important guiding principles are: social and environmental justice and distributional considerations. Different forms of impact assessment (health, social, cultural, environmental) share the same basic methodology, principles and purpose but may have different techniques and methods.

The need to use impact assessment to various decision making strategic levels led to developing the Strategic Environmental Assessment (SEA). SEA aims to consolidate social, economic, environmental and health issues to ensure the strategic decisions are sustainable. An impact assessment is carried out regularly during the project as it is meant to focus on the effects of the intervention.

7.2 The impacts are documented as per SOPs

Impacts as per SOPs are effects/influences in relation to an undertaken action. They are indirect and long term effects of a program or action. An impact analysis refers to the process of assessing, determining and evaluating the potential effects of an action to the overall goals/ objectives of the outlined project. The output of this impact analysis is a document referred to as an impact analysis report. Since the report must be written as per SOPs, much of it will be quantified. An impact analysis operates under two assumptions as per SOPs:

- All components in an organization are independent, that is, one can only function efficiently if the other component is effectively operating.
- Some of the components are more likely important than others thus may be extended favours like more resource allocation.

An impact analysis is conducted mostly by people/ a team from the organization as they have a clear understanding of actions undertaken and what is expected as their impacts. This team is extensive as it is a representation of different stakeholders in the project. In other cases, a third party is involved, that is, consultants. A combination of the two combines an extensive experience in conducting impact analysis and an objective point of view.

Importance of documenting impacts

- Aids in decision-making. Mostly in cases that were unforeseen in the planning phase.
- Assists in allocation of resources.
- Enhances participation of all relevant stakeholders.
- Promotes transparency of the organization as per SOPs as all aspects of the impact are easily available.
- Acts as a basis to test the organization's achievement of the set goals and objectives.
- Helps in finding solutions/ interventions for problems since all aspects are easily available; a short period is used to trace a problem and acquiring a way to solve it.

Phases of the impact analysis process

- i. Initiation of the impact analysis. It involves:
 - **Objectives definition:** Objectives and goals of the impact analysis are clearly defined and the scope outlined.
 - **Formation of the impact analysis team:** The team must include all relevant stakeholders who have the required set of skills and knowledge on the project.
- ii. Information acquisition. Different data collection methods and tools are used in accordance with their relevance. Information acquired will include:
 - Name of the process.
 - Inputs and outputs from the process.
 - Resources and tools used.
 - Process beneficiaries and users.
 - Timeframe.
 - Resources required.
 - Legal requirements.
 - Historical data.
 - Information analysis.
- iii. Findings documentation.
- iv. Presentation of the impact analysis.

7.3 Information is disseminated as per organization policy.

Information dissemination is the process of spreading and sharing knowledge obtained to relevant users and stake holders or whoever else is interested, for example, referencing. Stakeholders are people, organizations or entities that have an interest or concern in the project or activities and may include community members, the government, donors, activists from NGOs and organization staff. Stakeholders play different roles in a project according to what they bring to the table. They are basically divided into:

- **Primary stakeholders:** Are in direct contact/involvement with the activities being carried out. They feel the impact first-hand.
- **Secondary stakeholders:** They have an interest in the project but are in indirect contact with what is happening. Despite this, the impact experienced may be first-hand or residual.

Information dissemination to the stakeholders is conducted in a regular basis all through the project from the planning, implementation and follow-up. This helps keep the stakeholders invested and interested, cultivating a sense of ownership hence more commitment to the project's goals and objectives.

Factors to consider when choosing a method of information dissemination:

- Type of information to deliver: What is the content of the information and how best it can be relayed or expressed?
- Target audience: Their literacy level and culture are some of the examples that may be considered.
- Message framing: How do you want to relay the message?
- Laws and policies. Examples are copyrights and trademarks.

Methods of disseminating information can be divided into two:

- Social media. Includes short messages, microblogs, news, portals. It majorly deals with internet dissemination of information.
- Traditional media: It involves oral communication, print media (newspapers, pamphlets and leaflets).

Advantages of social media

- Fast.
- Easy to store.
- Reaches a wide range of people.
- Information can be displayed in a variety of forms such as video clips, audios and text.

Disadvantages of social media

- Can be easily manipulated through activities such as hacking.
- Preferred by a specific audience.
- Limited to power and internet availability.

Advantages of traditional media

- Some people still prefer it.
- Perfect to relay confidential information.
- Still achieve even when power is off.
- Can be used in rural areas where there may be no internet and power supply.

Disadvantages of traditional media

- Slow.
- Limits audience e.g. the illiterate who cannot read.
- Time consuming during distribution i.e. a lot of time is wasted.
- Storage problems.
- Information can only be relayed in written text.

Conclusion

This learning outcome covered: The meaning, methods and documentation procedure of impact assessment findings. Methods of disseminating information to relevant stakeholders, print media, electronic media, public Baraza, advantages and disadvantages of various methods of disseminating information.

Further Reading



Study further on impact assessment. Assessment, S.I. (2005). Guidelines and principles for social impact assessment. Environmental impact assessment review.

7.3.8.3 Self-Assessment



Written Assessment

1. Which of the following is not a method of disseminating information?
 - a) Newspapers
 - b) Pamphlets
 - c) Short messages
 - d) Interviews
2. Impact assessments are different from impact analysis
 - a) True
 - b) False
3. Which is a step in conducting impact assessment?
 - a) Preparing a research plan
 - b) Monitoring
 - c) Evaluation
 - d) Decision making
4. In information acquisition, which of the following is not necessary?
 - a) Name of process
 - b) Resources used
 - c) Beneficiaries
 - d) Objectives
5. Impact assessment aims to:
 - a) Resource allocation
 - b) Identifying goals
6. Stakeholders are only those directly affected.
 - a) True
 - b) False

7. Which of the following is the odd one out?
 - a) Objective identification
 - b) Information acquisition
 - c) Information analysis
 - d) Problem solving
8. Outline the phases of the impact analysis process.
9. Identify five advantages of social media as a method of information dissemination.
10. Summarize the purpose for conducting an impact assessment.
11. Analyse three importance of impacts documentation.
12. Evaluate the role of stakeholders in a project.

Oral Assessment

1. Define methods of disseminating information.
2. Give the advantages and disadvantages of mass media.

Project Assessment

Conduct a follow-up of a project of your choice and disseminate the information using various methods.

7.3.8.4 Tools, Equipment, Supplies and Materials

- Organization policies
- A fully equipped simulated office
- Maps censor's data
- Tablets
- Smart phones
- SD cards and card readers
- Computer and internet
- Journals

7.3.8.5 References



- Assessment, S.I. (2005). Guidelines and principles for social impact assessment. Environmental impact assessment review.
- Link, A.N., & Salt, J.T. (2019) The theory and practice of public sector R&D economic impact analysis. In the social value of new technology. Edward Elgar Publishing
- Mahadevan, Priya and Rebecca Lynn Braynard Silberstein (2017) System and methods of automatically disseminating content base on contextual information. U.S. Patent No. 9,767,114

CHAPTER 8: COORDINATION OF COMMUNITY PROJECT

8.1 Introduction of the Unit of Learning/Unit of Competency

Coordination of community project is a unit of competency offered in TVET Level 6 Social Work and Community Development course qualification. This unit specifies the competencies required to coordinate community project. It involves mobilizing community members, identifying community project, formulating project management committee, planning and designing community project, identifying community project risks and carrying out project activities. It also entails monitoring community project, evaluating project activities, preparing community project report and undertaking project handing over. The significance of coordination of community project in TVET level Social Work and Community Development curriculum is to mitigate the social, economic and environmental impacts of protracted presence of refugees on host communities and to equip learners with knowledge and skills to demonstrate planning and prioritization, critical thinking, organizing and decision making so as to relate well in the world of work.

The critical aspects of competency to be covered include; demonstrated ability to carry out gender assessment, mobilize community, carry out a needs assessment, identify community projects, develop and execute an exit strategy. Basic resources required include organisation policies, guidelines and regulations strategic plans on community projects, organization policies and procedures, community censors report, map of geographical areas, data collection tools, community structure guidelines, transport means, and simulated offices

The unit of competency covers eleven learning outcomes. Each of the learning outcome presents; learning activities that covers performance criteria statements, thus creating trainee's an opportunity to demonstrate competencies stipulated in the occupational standards and content in curriculum. Information sheet provides; definition of key terms, content and illustration to guide in training. The competency may be assessed through written test, demonstration, practical assignment, interview/oral questioning and case study. Self assessment is provided at the end of each learning outcome. Wholistic assessment with other units relevant to the industry sector workplace and job role is recommended.

8.2 Performance Standard

Mobilise community, identify community projects, formulate project committee, plan and design community project, identify community project risks, carry out project activities, monitor community projects, evaluate project activities, prepare community project report, undertake project handing over and carry out impact assessment as per organization policy and standard operating procedures.

8.3 Learning Outcomes

8.3.1 List of Learning Outcomes

- a) Mobilise community
- b) Identify community projects
- c) Formulate project committee
- d) Plan and design community project
- e) Identify community project risks
- f) Carry out project activities
- g) Monitor community projects
- h) Evaluate project activities
- i) Prepare community project report
- j) Undertake project handing over
- k) Carry out impact assessment

8.3.2 Learning Outcome No 1: Mobilise community members

8.3.2.1 Learning Activities

Learning Outcome No 1: Mobilize community members		
 Learning Activities	Special Instructions	
1.1 Initiate engagement with the community as per organization policy 1.2 Develop gender assessment tools as per SOPs 1.3 Carry out gender assessment as per SOPs (Gender roles, Cultural perspective and Institutional practices) 1.4 Carry out community assessment as per organization policy 1.5 Select an inclusive project committee as per organization policy	Presentation Oral test Discussion	

8.3.2.2 Information Sheet No8/LO1: Mobilise community members



Introduction

This learning outcome covers: The meaning of community and community mobilisation, importance of engaging community in projects, process of community entry, conducting gender assessment and actors to consider when selecting a community project committee.

Definition of key terms

Gender assessment: It is a method used to interpret the relationships between men and women, their available resources, their access to resources, their daily activities and constraints they face to each other.

Community assessment: It is the process of identifying the strengths, weaknesses, assets, needs and challenges of a specific community.

Content/Procedures/Methods/Illustrations

1.1 Engagement with the community is initiated as per organization policy

Engagement with the community is the process by which project committees engage in a specified community and are able to learn how they live with and relate with each other.

Process of initiating and engaging in a community

- i. Establishing the assessment team. Project committee gets to target a population.
- ii. Identifying and securing resources. At this stage, the project committee is required to identify the resources available and try to secure them for the project to be undertaken.
- iii. Identifying and engaging community partners. At this stage, community partners such as stakeholders are involved in the process to make work easier for them. This is because the stakeholders have better relationship with the people in the community.
- iv. Collecting, analysing and presenting data. Data collection is done at this point for the project to be able to know what to expect while they undertake that task. Analysing and presenting of the data collected is then done.
- v. Setting community priorities. After data collection, this data has to be ranked according to priorities. This is to ensure that the most urgent matter is taken care of.
- vi. Setting Goals and Measuring Progress. After prioritizing the most urgent issue, goals and objectives are set and acted upon. Step made in then project is then measured and recorded.
- vii. Choosing the strategy. This is where methods of serving the community are selected and chosen to be used in the project.
- viii. Managing, documenting and sustaining the process. At this point, the project should have been started and managing the project, documenting all the necessary documents and sustaining the process should follow. After this stage project begins, all the necessary documents are documented and measures are put in place to sustain the process.

Importance of engaging in the community

Community engagements can lead to improved outcomes. This can be done through:

- Seeking out the aspirations, concerns and community values.
- Incorporating in decision-making.
- As participants, local communities may be able to actively participate in the project, provide manpower and learn a thing or two that could be educative.
- As a source of information: Communities may be able to provide essential information about the project site or any other thing needed can help the team on planning the project.
- To align project objectives with the community's priorities: All the objectives of the project should align with the priority of the community.

1.2 Gender assessment tools are developed as per SOPs

Gender assessment tool is comprised of critical questions in gender analysis. It helps to determine the gender responsiveness of a policy. It also helps to rapidly assess the gender responsiveness specific of high level activities of a given programme It indicates where gender responsiveness can be improved

Gender assessment tools can be developed using the following procedure:

- i. Planning on what tools to be used
- ii. Designing and developing the tools by
 - a) The task to be administered
 - b) Outlining the evidence gathered
 - c) Judging the quality using evidence the evidence gathered
 - d) Administration recording and reporting the requirements needed
- iii. Quality check of the tools developed

Importance of developing gender assessment tools

- Who performs what activities and at what level is identified to avoid confusion?
- It enables one to understand about the available resources
- It enables one to understand who has the ultimate control of the resources and at what levels
- Helps to understand the major environmental factors such as culture, religion, politics etc.
- Helps maintain the system of gender differentiation and inequity
- It encourages gender sensitivity and distinctions in terminology

1.3 Gender assessment is carried out as per SOPs

Steps of carrying out gender assessment

- i. **A secondary data collection plan:** This is done by collecting data linked to project objectives. It should include the gender-related research questions to be asked, the data to be gathered, source of the data, who will collect it, methods of data collection and analysis.
- ii. **Review of secondary data sources:** Conduct a search for gender-focused published and unpublished studies and databases objectives of the project.
- iii. **Analysis of secondary data:** Assess whether the existing information is adequate for the project context to understand how project program is affected.
- iv. **Identification of critical information gaps and contradictions:** Identify what information is lacking and develop a data collection plan.
- v. **Development of a primary data collection plan and instrument:** This illustrative method is relevant to indicate the type of information that needs to be collected.
- vi. **Data analysis:** This can be analysed using standard quantitative and qualitative analytical method.
- vii. **Constraint analysis**

Importance of carrying out gender assessment

- To understand the issues that a community go through and finding ways to help them.
- To provide the solution for most prioritized issues.

- To educate the community on the available resources
- To involve all genders in the community in projects that would in the end educate them.

Community assessment is carried out as per organization policy

What to consider while carrying out community assessment.

- Culture: These are the patterns and norms of what men, women, boys and girls do in relation to the community assessment agenda and findings.
- Who and how many people will benefit from these programs?
- Who can be a stakeholder and any person who might be interested in the projects both directly and indirectly?
- Who may be concerned or affected by the program?
- Who can participate in or contribute to the program?
- Who is involved in decision-making?

Steps in carrying out a community assessment

- i. Gather qualitative and quantitative information to be used in the running of the program.
- ii. Ensure the participation of different groups of women and men in the consultation according to their groups of women and men in accordance with their ages, income, different cultures etc.
- iii. Separate the groups.
- iv. Include all the groups in carrying out community assessment and to do research so as to facilitate access to all groups in the targeted analysis.

1.4 An inclusive project committee is selected as per organization policy

Project committee is the highest decision-making board of the project organization and consists of a group of people who take charge of the project and sometimes acts as representatives of stakeholders.

A project committee is selected using the following procedure:

- i. Picking or selecting the right people with the same motive and objective
- ii. Giving them information about the project
- iii. Setting clear goals and rules in the project
- iv. Having scheduled follow-up meetings
- v. Making good communication flow and briefings.

1.5 Project committee code of conduct

Codes of conduct are the established working guidelines that govern the behaviour of a committee.

Functions of project committee code of conduct

- Code of conducts put everyone on the same page as committee work begins. It tells them what their role is and all that is expected of them.

- It demonstrates that the project and committee leadership is committed to creating and promoting a positive working environment.
- It serves as a bench to evaluate committee member performances.
- It provides the basis for addressing all types of negative behaviours that serve to inhibit a positive committee environment.
- It improves the chances for committee success, serving to build the projects to greater heights and success of the project.

Conclusion

This learning outcome covered the meaning of community, meaning of community mobilisation, importance of engaging community in projects, process of community entry, conducting gender assessment and factors to consider when selecting a community project committee.

Further Reading



Read on types of project committed from Springthorpe. L. National women in Engineering day

8.3.2.3 Self-Assessment



Written Assessment

1. Which one of the following is a tool for community mobilization?
 - a) Gender policy
 - b) Women empowerment
 - c) Understanding
 - d) All of the above
2. The following are processes of engaging a community **EXCEPT**?
 - a) Setting community priorities
 - b) Establishing an assessment team
 - c) Stakeholder identification
 - d) Group formation
3. Which of the following is a step of carrying out gender assessment?
 - a) Identifying gender needs
 - b) Data analysis
 - c) Toolkit
 - d) Not sure

4. Select from the following the importance of carrying out gender assessment
 - a) Issue solving
 - b) Communicate on available resources
 - c) Data analysis
 - d) All of the above
5. Engaging the community is important **EXCEPT?**
 - a) Engaging in community help in research for gender focused
 - b) Engaging in community help in identification of critical information
 - c) Engaging in community enhances peace in the community
 - d) None of the above
6. Which one of the following is a tool for gender assessment?
 - a) Capacity assessment
 - b) Confidentiality
 - c) Training
 - d) General information
8. Elaborate the steps used to carry out gender assessment tool.
9. Summarize the procedure of selecting an inclusive project committee.
10. Discuss approaches used in carrying out community assessment.
11. Highlight the importance of selecting project committee.
12. Analyse factors to consider when engaging a community.

Oral Assessment

1. Define the term 'gender assessment tools'.
2. What does the term gender assessment mean?

Case Study Assessment

In an area where men are being battered by their wives you are sent to identify the cause of the problem. Develop assessment tools which you will use and create a report on the issue with a way forward.

8.3.2.4 Tools, Equipment, Supplies and Materials

- Map of geographical areas
- Data collection tools
- Community structure guidelines
- Transport means
- Simulated office
- Tablets
- Smart phones
- SD cards and card readers
- Computer

8.3.2.5 References



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- Wynn, T.A., Taylor – Jones, M.M., Johnson, R.E., Bostick, P.B., Fouad, M. (2011). Using community-based participatory approaches to mobilize communities for policy change. *Family & community health*. 34, pp. s102 – s114

8.3.3 Learning Outcome No 2: Identify community project

8.3.3.1 Learning Activities

Learning Outcome No 1: Identify community project		
	Learning Activities	Special Instructions
2.1 Carry out community mapping as per the project area 2.2 Carry out need assessment as per organization policy. 2.3 Carry out prioritization of the project with the greatest impact as per the need's assessment.		Group discussions Case studies

8.3.3.2 Information Sheet No8/LO2: Identify community project



Introduction

This learning outcome covers: The meaning and importance of community mapping, needs assessment and prioritizing community needs.

Definition of key terms

Community mapping: It also called public participatory geographic information systems. It is a toolkit that is used to inform others what is happening in the communities.

Project: It is an undertaking that involves research done by an individual or a group of people and it is carefully and systematically done to achieve a particular objective or aim.

Prioritization: This is the process by which things are arranged in the order of their urgency.

Assets: It is a resource that has the capability of improving their livelihood and quality of life in the community.

Content/Procedures/Methods/Illustrations

2.1 Community mapping is carried out as per the project area

Project area is the region where a research undertaking is carried out. It can be a place, or a particular thing that is being researched on. E.g. In a community, a project can be done on how to reduce the spread of crime in the community. Community mapping is carried out in the following way:

- Engaging members of the community to identify assets that can help in generating income activities.
- Searching for opportunities that help improve the living standards of the community.

- iii. Creating an image of what is like to live in that particular community.
- iv. Environmental responsibility in the community.

Community mapping is carried out by the community members mostly in groups of two or three or as agreed in the community. The members who carry out community mapping collect data in the community during community mapping events. Assets that can be identified in the community by the community groups during community mapping.

Community Assets include:

- i. **A person:** Is an individual who has abilities, talents, skills, knowledge etc. to empower the community. E.g. A person who has a talent in playing football can train other people in the community who are interested in playing football hence empowering them.
- ii. **A physical feature or a place:** This is a place can attract people from neighbouring communities hence making the community earn revenue improving the livelihoods of the members of the community e.g. a recreational centre, park.
- iii. **A community service:** A community service can help improve the livelihood of the community. E.g. When the community creates an association that helps in cleaning the environment, it is a service that improves the well-being of the community and even improves the image of the community i.e. children will not get sick from waterborne disease as the environment is kept clean.
- iv. **A business:** A business in the community helps create jobs and the people earn a living hence improving their living standards.

Because community mapping mainly focuses on identifying community assets that help improve the livelihood of the community, importance of community assets.

- i. It helps in knowing how to build the foundation for the improvement of the community.
- ii. Members of the community are able to have control over their lives.
- iii. Community members are able to improve their efforts by dedicating their time hence making a lasting impact on the community.
- iv. The community is able to know its strengths making it easy for the community to come up with initiatives or programs that help address community needs.
- v. The community is able to know its strength and the members can support positively different community projects.

When Community Assets should be identified

Community assets can be identified any day, any time. But the following can be situations community assets can be identified:

- During community assessment when mobilizing community needs.
- When the community needs to be encouraged to take initiatives and improve the livelihood of the community.
- When existing relationships need to be strengthened and new ones built.

The results gathered in identifying community assets can be presented using different soft wares that indicate the geographical grid of the community having data gathered during community mapping process.

Steps of using the internet to fill Data gathered in the community

- i. Log into www.scribblemaps.com/create/
- ii. Search for the location of your community and zoom in.
- iii. Uses the toolbar provided, and rotate to the map of your community.
- iv. Insert captions; add graphics etc. (Marks the areas of importance)
- v. Save and print the map for future use.
- vi. Identify local associations within the community.
- vii. Identify local institutions within the community.

Importance of community mapping

- Helps identify assets that can be used in improving the livelihood in the community.
- It helps community to make local decisions e.g. in coming up with initiatives that help to improve the image of the community.
- It helps empower the community as they are able to identify their strengths.
- Helps increase and improve the community members' involvement.

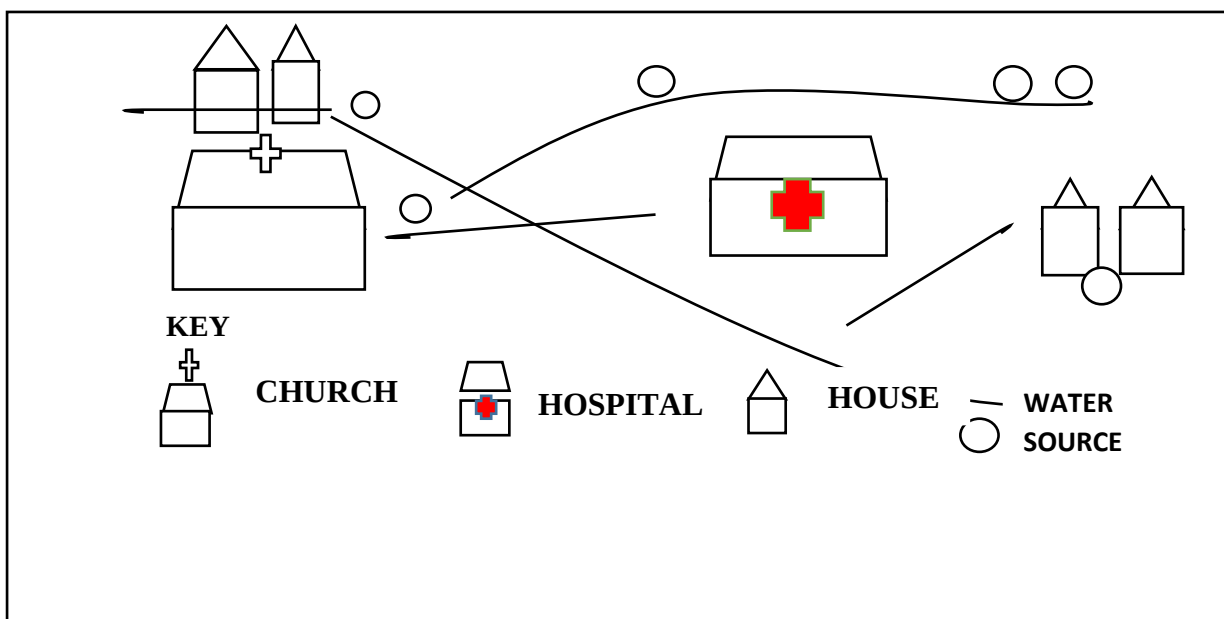


Figure 10: A Sample of community mapping

2.2 Need assessment is carried out as per organization policy

Organization policy is the cause of action determined by organizations to present how things should be carried out in the organization.

Need assessment: This is the process by which the community identifies gaps or wants that should be assessed so that resources and improvements that are to be

directed to those areas that are to be directed resources and improvements have to be done according to their level of urgency in reference to the organization policy.

Steps taken in Need Assessment

i. Identification and exploration

The community leaders need to understand what the community needs are e.g. new resources to be added, new technologies, new skills etc. The community also needs to know if there are other undisclosed needs in the community.

ii. Gather and Analyse data

Information is collected in the community to understand better the gaps in the community.

Information is collected to answer questions like what has caused the need. When did the need arise?

There are different ways which data can be collected;

- i. **Observation:** Looking using the eyes to check whether there are gaps or wants.
- ii. **Questionnaire:** Questionnaires can be submitted to the community where they answer the questions hence a want can be identified.
- iii. **Interviews:** Face to face interviews of asking community members on the needs that they feel need to be attended to.

Why data is gathered?

- To identify the wants of the community.
- To understand trends that have been happening over the years.
- To know which segment of the community is being affected by the need.
- To help facilitate decision making on where to allocate resources.

After the data is collected using the various methods, it is analysed.

Data can be analysed using:

- **Qualitative analysis:** Reviewing patterns and collecting quotes that support each identified pattern and later write a summary of the findings focusing on the key patterns.
- **Quantitative analysis:** Tallying responses from the community and finding mean, median or mode and identify the trends in the results in a graph etc.

iii. Utilization

After analysing data, a course of action is created and implemented. Priority wants in the community set and come up with solutions that best satisfy the needs of the community. A solution that is best is chosen so that it can satisfy the community's needs best.

iv. Evaluation

It is important to check if the action plan implemented actually satisfied the needs of the community. Evaluation is carried out to check if:

- The action plan (solution) was successful to satisfy the community need.
- To find out if there are errors that were made so that other action plans can be implemented.

2.3 Prioritization of the project with the greatest impact is carried out as per the need's assessment

Prioritization is the process of carrying activities first in relation to their urgency.

Communities have many projects but they prioritize those projects that have the greatest impact in the community.

Process of project prioritization

- i. Value definition:** A project should deliver value to the community, value definition is achieved at if the community members are brought together to brainstorm on the strategic goals, which helps in prioritizing projects.
- ii. Weigh your criteria:** Members of the community will have different views the strategic goals on how the value of each project should be measured to make the best decisions based on the criteria chosen to measure the value of each project.
- iii. Evaluate and score your project:** Once the best criteria has been chosen, project evaluation against the criteria is done.
One needs to:
 - Capture basic information about the community.
 - Score the community project against the criteria.
 - Estimate the costs of resources required to start the community projects.

iv. Calculate the prioritized projects

The community projects are scored using the weighted criteria used. One calculates the total score by multiplying scores for each criterion by the weight of that criterion and adding them all. This gives you a score to measure the impact in the community for each project. If community members were engaged in step2 of the project score can be used to prioritize them.

Factors to consider when prioritizing community projects

- **Urgency:** If a community needs to be urgently attended to, a project that helps solve the need in the community is to be prioritized.
- **Value:** The value a community gains from a project should be considered when prioritizing projects. A project that has great impact and value to the community should be prioritized.

- **Cost:** The resources i.e. skills and financial resources etc. should be considered if they are available to see if they are sufficient to start a project. If the resources required are too high and cannot be afforded at that time, then that particular project should not be prioritized.
- **Time required:** Projects should be prioritized if the deadline set to complete that project is near.

Conclusion

This learning outcome covered: The meaning and importance of community mapping, needs assessment and prioritizing community needs.

Further Reading



Read more on Community mapping from constructing community through Maps? Power and proxis in community mapping by Parker, Taylor & Francis (2006)

8.3.3.3 Self-Assessment



Written Assessment

1. Identify key factors used when prioritizing projects in the community?
 - a) Urgency
 - b) Value
 - c) Time required
 - d) None of the above
2. The following is not a method of collecting data **EXCEPT**?
 - a) Guess work
 - b) Questionnaire
 - c) Interview
 - d) Observation
3. _____ is not a step in need assessment process?
 - a) Identification and exploration
 - b) Gather and analyse data
 - c) Implementation
 - d) Tours and Travel
4. Which of the following is not an asset in the community?
 - a) Hospitals
 - b) Diseases
 - c) Talents
 - d) Water sources

5. An asset is a physical feature within the community.
 - a) True
 - b) False
6. Can qualitative analysis be used in analysing data collected in the community?
 - a) Implementation
 - b) Weight your criteria
 - c) Value of definition
 - d) Calculate the prioritized projects
7. Which of the following is not in the process of prioritizing projects?
 - a) Implementation
 - b) Weight your criteria
 - c) Value definition
 - d) Calculate the prioritized projects
8. Justify the importance of community mapping.
9. Clarify what is quantitative analysis.
10. Summarize why data is collected in the community during need assessment process.
11. Elaborate on project prioritization.
12. Illustrate why identifying community assets is important.

Oral Assessment

1. State the steps carried out in community mapping.
2. What are the components of community assets?

Practical Assessment

Create a scenario in your class and assume you are one community, identify the assets that are in your community e.g. people skills and talents. Assume you have two water sources, one hospital, one school and one church. Draw the community assets in a map.

8.3.3.4 Tools, Equipment, Supplies and Materials

- Pencil
- Ruler
- Rubber
- Writing materials
- Projector
- A functional office

8.3.3.5 References



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8.3.4 Learning Outcome No 3: Formulate project management committee

8.3.4.1 Learning Activities

Learning Outcome No 3: Formulate project management committee		
 Learning Activities	Special Instructions	
3.1 Formulate Terms of reference are formulated as per organization policy	Discussion	
3.2 Develop selection criteria as per the recommendations of the committee	Lectures	
3.3 Carry out capacity assessment as per organization policy	Field trips	
3.4 Conduct capacity building as per organization policy	Written assignment	
	Oral assessment	

8.3.4.2 Information Sheet No8/LO3: Formulate project management committee



Introduction

This learning outcome covers: Meaning of terms of reference in community projects, selection criteria for a project management committee, capacity assessment of the project management committee, methods of capacity building, process of conducting capacity building and community mapping.

Definition of key terms

Capacity assessment: Provides a clear picture of a sector or country in terms of strengths, weakness and available assets.

Capacity building: It is a process by which individuals and organization obtain, improve and retain the skills, knowledge tools, equipment and other resources needed to do a job completely.

Project management: It is the practice of initiating, planning, executing, controlling and closing the work of a team to achieve specific goals and meet specific success criteria at the specified time.

Committee: A group of people appointed for a specific function, they can be selected by a larger group and they involve members of the group.

Content/Procedures/Methods/Illustrations

3.1 How terms of reference are formulated as per organisational policy

Meaning of terms of reference

Terms of reference refers to limitations and scope of an activity or area of knowledge.

Terms of reference in committee project include:

- Project background
- Project objectives
- Issues to be explored and analysed against certain criteria
- Implementation methodology to be applied
- Expertise required
- Reporting requirements
- Work plan, including activity schedules

Importance of terms of reference

- Pre-feasibility and feasibility analyses
- Appraisal activity
- Implementation contracts designing and monitoring
- Evaluation studies
- Reporting and audit
- Other advisory work required at any project stage

3.2 Selection criteria is developed as per the recommendations of the committee

Selection criteria are the attributes, skills, knowledge and qualifications required in order to execute a project.

What are the selection criteria for project management committee?

The selection criteria of a project include;

- Assessing core competencies
- Measuring of benefits
- Constrained optimization
- Questioning the outcome of the project
- Strategic fit
- The 80/20 rule
- Doing resource capacity building
- Net present value (NPV)

Why are selection criteria important for project management committee?

- i. They people running the project by providing a process to compare the importance of the projects and select the most suitable project to execute.
- ii. They ensure commitments made as part of your agreement while undertaking that project are fulfilled.
- iii. They provide a transparent and documented records of why a particular project was selected
- iv. They take into an account and evaluate how achievable the project is.

3.3 Capacity assessment is carried out as per organization policy

Capacity assessment is the formal assessment of a person's mental capacity to make accurate decisions about certain things properly and personal care/ analysing stakeholders' technical, managerial and financial capacity relevant to achieving projects objectives.

How is capacity assessment of the project committee conducted?

- i. Identifying the requirements for the projects follow up: At this stage, technical, managerial and financial requirements needed to complete the project needed to be specified.
- ii. Assessing of capacities and gaps: Once you gather information about the requirements for the project, do follow up by engaging any of the project stakeholders.
- iii. Identify actions: Once you get the answers to the questions in the previous steps you should be able to compare the level of desired capacity against the level of existing.
- iv. Planning the project and implementing the process: Once you identify actions you need to draw conclusions with at least a responsible personnel institution based on the capacity assessment needs to be determined and how the required capacities can be built or if a different design is needed for a successful project.

What is the importance of capacity assessment?

With a strong needs assessment, it will allow you to compare alternative solutions

- It helps you develop cohesive story to gain funding
- It helps you to consider what the intended and unidentified consequences of a project might be
- It helps to mitigate risk of avoiding negative outcome
- It ensures that you are able to decide on what to measure in order to be able to determine impact

3.4 Capacity building is conducted as per organization policy

Capacity building is defined as the process of enhancing and strengthening the skills, talents, instincts, processes and resources that organizations require to survive, adapt and thrive in the fast changing world.

Methods of capacity building

- i. Fundraising; fundraising is a method of seeking financial support.
- ii. Training centres: Training centres are places set aside for the purpose of training to enhance skills.
- iii. Exposure visits: Exposure visits are visits meant for exploration or adventure.
- iv. Office and documentation support: Office and documentation support refers to documents used in the office.
- v. On-job training: On-job-training is a way of training workers at the work place to enhance their skills.
- vi. Learning centres
- vii. Consultations

Process of conducting capacity building

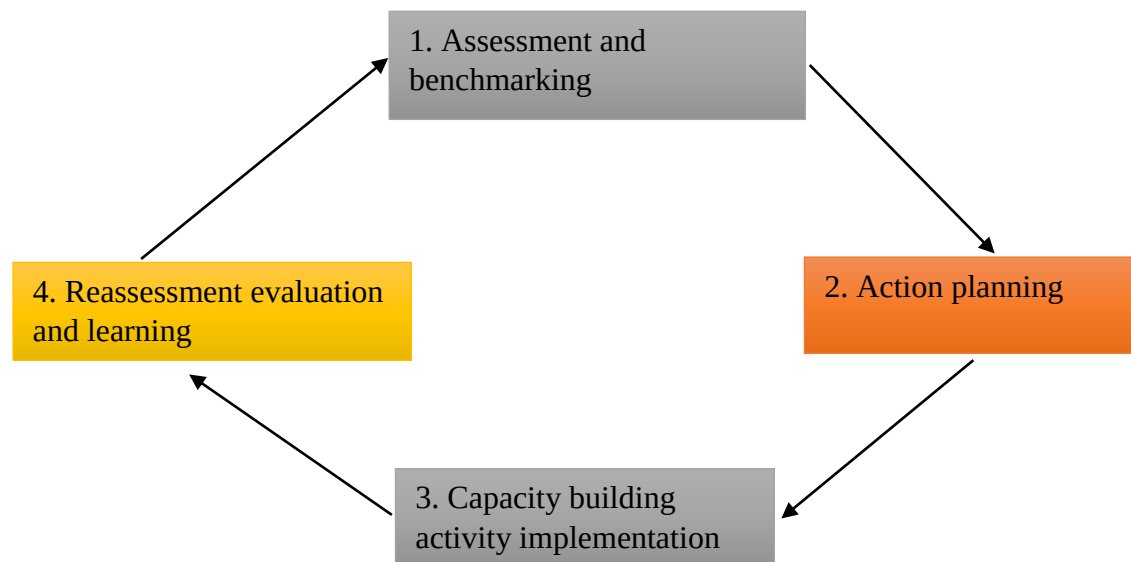


Figure 11: Process of conducting capacity building

What is community mapping?

Community mapping is also called public participatory geographic information systems (PPGIS) is a tool that can be used to tell a story about what is happening in a community.

Why is community mapping important?

Mapping helps use the information to find better environment solutions for the environment.

- a) It is used to collect information to find better environment solutions.
That community mapping is important because it helps the community in finding better solution for the environment i.e. land.
- b) It is also used to secure rights and recognition of indigenous tuntaria systems which is often criticized because the outcomes may not align with existing

property rights. Community mapping helps in securing of community rights of ownership.

- c) It allows indigenous communities to conduct local decision making; and resolve conflict using partial illustration – by the use of community mapping it allows the communities to be able to resolve any disputes that may arise among them.
- d) It can also be used as a tool to suggest alternative management strategies for natural resources by use of mapping communities are able to indicate the amount/capacity of resources they hold.
- e) Used to create visual image that can guide community planning processes.
Mapping helps the community in creating a visual image that is used by the community for the purpose of planning.
- f) It focuses on a community's capacity and assets which in return can guide them as they begin to reflect on what may be missing from the community and how to advocate for positive community change.
- g) Used to help one another to travel from one location to another – People use mapping to guide them from moving from one place to another.

Conclusion

This learning outcome covered: Meaning of terms of reference in community projects, selection criteria for a project management committee, capacity assessment of the project management committee, methods of capacity building, process of conducting capacity building and community mapping its importance and its use.

Further Reading



Read more on formulating project management committee from Martha C. Hassbawm. (2011). The Human Development Approach. Harvard University Press.

8.3.4.3 Self-Assessment



Written Assessment

1. Which of the following is not a problem faced by project managers?
 - a) Lack of adequate capital
 - b) Communication issues
 - c) Resource mobilization
 - d) Giving directions

2. Identify from the following the importance of project management
 - a) To guide in order to embezzle resources
 - b) To give direction to the project to achieve its goals
3. Select who is not a stake holder of a project management?
 - a) Project teams
 - b) Suppliers
 - c) Students
4. _____ responsible for selection and review of project?
 - a) Leadership team
 - b) Contractors
 - c) Suppliers
5. Who should be involved in project management?
 - a) Agency management
 - b) Stakeholders
 - c) Supervisors
6. Among the following which is not an importance of community mapping?
 - a) Empower the public by providing opportunities to have a lasting and positive influence on the community
 - b) Guide in showing directions from one area to another by communities
 - c) Helps leaders empower the people
7. Identify from the following one method of capacity building
 - a) Writing
 - b) Fundraising
 - c) Resource allocation
8. Examine the importance of community mapping.
9. Analyse challenges of capacity building in the community.
10. Develop some selection criteria for project management committee.
11. Describe various types of projects.
12. Categorise the different types of stakeholders in project management.

Oral Assessment

- 1.Highlight ways to eliminate challenges faced by project managers
2. Identify ways to mitigate risks in a project

Practical assessment.

Develop a tool for capacity building in reference to the capacity building processes.

8.3.4.4 Tools, Equipment, Supplies and Materials

- Map of geographical areas
- Data collection tools
- Community structure guidelines
- Transport means
- Simulated office

- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders

8.3.4.5 References



Kimberlin, D. W. (2018). Red Book: 2018-2021 report of the committee on infectious diseases (No. Ed. 31). American academy of pediatrics.

Martha C. Hassbawm. (2011). The Human Development Approach. Harvard University Press.

Potter, Christopher, Brough Richard CI. (2004). Systemic Capacity Building a Hierarchy of Needs Health Policy and Planning 19(5) 336-345. /heapoll clh038. ISSN 0168-1080 pmiD 15310668 Retrieved 9 June 2019

8.3.5 Learning Outcome No 4: Plan and design community project

8.3.5.1 Learning Activities

Learning Outcome No 4: Plan and design community project		
	Learning Activities	Special Instructions
4.1	Conduct root cause analysis as per SOPs	Group discussion Case studies
4.2	Formulate theory of change as per SOPs	
4.3	Develop a log frame as per organization policy (Input, Activities, Output, Outcome, Indicators)	
4.4	Develop a work plan as per the project	
4.5	Formulate a project budget as per organization policy	

8.3.5.2 Information Sheet No8/LO4: Plan and design community project



Introduction

This learning outcome covers: Meaning of project planning and design, meaning of root cause analysis, process of conducting a root cause analysis, meaning of the theory of change, formulation of the theory of change, meaning and development of a log frame for community projects, meaning, importance and development of work plan, meaning and importance of a budget and process of creating a budget.

Definition of key terms

Root cause analysis: It is a method used in identifying the conditions initiating the occurrence of undesired state or activity.

Theory of change: It is outline of how the undertaken activities by projects, policy, program or any other in contributing to a chain of results leading to the intended or observed impacts.

Project budget: Entails an outline of the total amount of monetary resources allocated to a particular project goals and objectives for a certain specified time frame.

Content/Procedures/Methods/Illustrations

4.1 Root cause analysis is conducted as per SOP

A root cause analysis is defined as a technique used in addressing a problem or rather a non-conformance with the aim of establish the ‘root cause’ of a problem at hand. This analysis is important in the correction and elimination of the cause as well as preventing its recurrence in the future. Root cause analysis is something people do on their day to day basis but do not notice.

RCA involves a simple application of series of common sense techniques well known and producing systematic, documented and quantified approach in identifying, understanding as well as in resolving the underlying causes. The diagram below outlines a number of definitions encapsulating the main points of the RCA technique.

Procedure of conducting an RCA

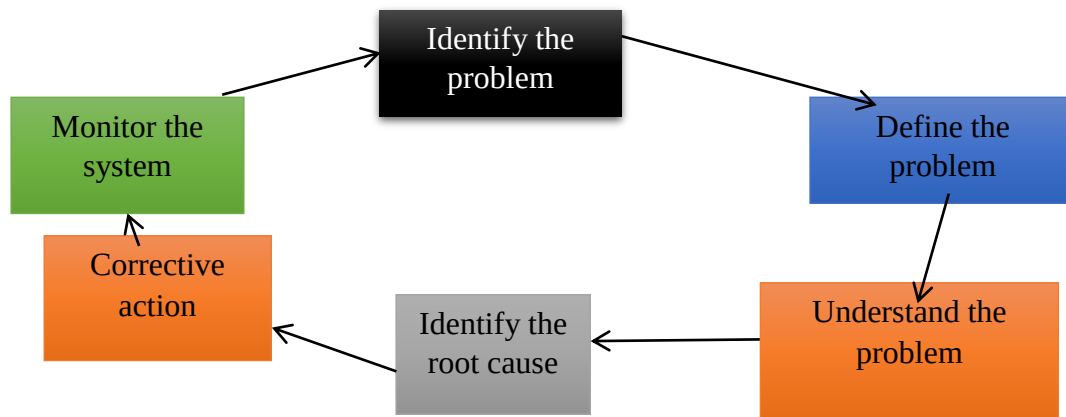


Figure 12: Procedure of conducting an RCA

General process for performing root cause analysis

- i. Define the problem
- ii. Gather data/evidence
- iii. Identify issues contributing to the problem
- iv. Establish the root cause
- v. Develop solution recommendations
- vi. Implement the solutions

Examples of RCA

- Quality control problems
- Health incident analysis
- Office processes and procedures

4.2 Theory of Change is formulated as per SOPs

Conducting a good project planning could still be difficult despite having a good understanding concerning the situation and clear goal. As a tool for thinking through the situation, a theory of change outlines a stepwise guide to arriving at the goal of the project. It adopts the use of graphical representation of changes in articulating and testing the causal links set between the objectives of the project. The technique outlines threads which do not fit into the overall framework of change and could play a critical role in clarifying the objectives of the project.

Importance of theory of change

- Theory of change is important in the development of the internal programme by assisting in refining and enhancing the effectiveness of the project.
- Theory of change is an important tool for external communication the aim of the project and its impacts in a clear and convincing way.
- Effective evaluation is designed by a theory of change and room for identifying the outcomes are fundamental to the success of the project model. These are indicators of the kinds of focus the evaluation efforts.

Procedure for formulating a theory change

A theory of change is formulated in five major steps. The diagram below illustrates the procedure for formulating a theory of change.

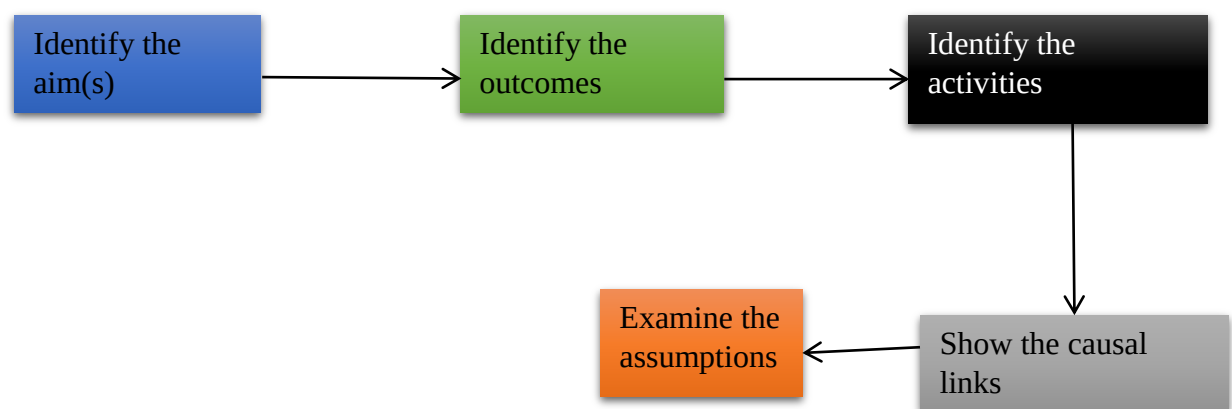


Figure 13: Procedure for formulating a theory change

4.3 A log frame is developed as per organization policy

A log frame is focused in presenting information concerning major components of the project in a more concise, logical, clear and systematic way. A properly prepared log frame tends to address the following questions:

- What does the project intend to achieve?
- Which activities need to be performed in order to achieve the purpose and outputs?
- What resources does the project require?
- What challenges are likely to hinder success of the project?
- How will you measure and verify the progress and ultimate success of the project?

Procedure for developing a log frame

- i. Problem tree analysis- includes analysing the problem and details from what causes what and the interrelation.
- ii. Objective tree analysis
- iii. Alternatives analysis.

- iv. Formulate the objectives
- v. Formulate the project assumptions
- vi. Design indications and verification means of indication.

4.4 A work plan is developed as per the project

A work plan gives procedure outline of how the goals of the project will be achieved. It helps in converting the big picture goals into smaller goals making the tasks and outcomes manageable. Work plans help in ensuring that the skills, resources and experience presented by the project are efficiently and sustainably adopted. Time constraints are acknowledged in the most effective work plans besides setting out simple and realistic strategies of the project management.

Procedure for developing a work plan

- i. Identification of the purpose of the work plan
- ii. Develop an introduction and background to the project
- iii. Determination of project goals and objectives
- iv. Organize SMART objectives
- v. Outline the sources for referencing and literature review
- vi. Identification of constraints if any
- vii. Identify the individuals/teams accountable for completing the project
- viii. Write down the strategy for completing the project.

4.5 A project budget is formulated as per organization policy

The amount of monetary resources required by project developer are guided by organizational policy on expenditure since most of the time, the funding is done by the organization. The management of budget is aimed at controlling project costs within the approved budget and delivering the expected goals of the project. A good project must meet the success criteria which entails delivery of project scope on schedule, within the budget and upon delivery, the project meets the donor and beneficiaries expectations.

Procedure for formulating a project budget

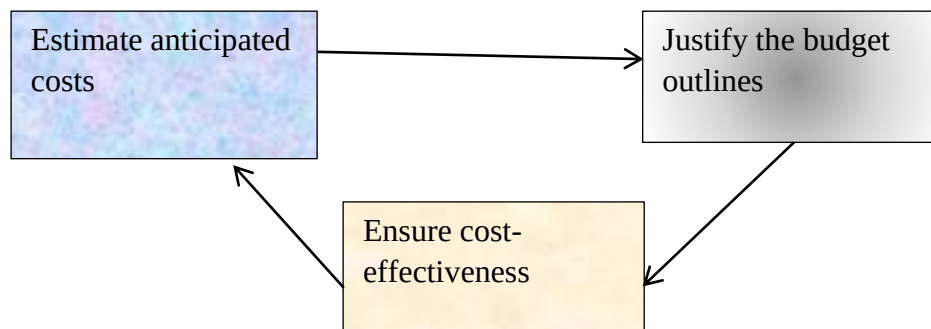


Figure 14: Procedure for formulating a project budget

Sample project budget

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Project Budget Template															
Project Name: Project ABC				Estimated Time		90		Estimated Total Cost		3550		Over		420	
Date:				Actual Time		81		Actual Total Cost		3970					
WBS	Task Category	Labour		Wage		Total labour cost		Materials				Total Material Cost		Overall	
		Time						Units	Cost per unit	Total Cost					
		Estimated	Actual	Estimated	Actual	Estimated	Actual	Estimated	Actual	Estimated	Actual	Estimated	Actual	Estimated	Actual
1	Primary	40	38	20	25	800	950	20	30	50	50	1000	1500	1800	2450
1.1	Secondary	10	12	20	25	200	300								
1.1.1	Tertiary	5	6	20	25	100	150								
1.1.2	Tertiary	5	6	20	25	100	150								
1.2	Secondary	20	15	20	25	400	375								
1.2.1	Tertiary	10	8	20	25	200	200								
1.2.2	Tertiary	10	7	20	25	200	175								
1.3	Secondary	10	11	20	25	200	275								
1.3.1	Tertiary	5	4	20	25	100	100								
1.3.2	Tertiary	5	7	20	25	100	175								
2	Primary	50	43	15	15	750	645	20	25	50	35	1000	875	1750	1520
2.1	Secondary	20	20	15	15	300	300								
2.1.1	Tertiary	10	10	15	15	150	150								
2.1.2	Tertiary	10	10	15	15	150	150								
2.2	Secondary	20	15	15	15	300	225								
2.2.1	Tertiary	10	9	15	15	150	135								
2.2.2	Tertiary	10	6	15	15	150	90								
2.3	Secondary	10	8	15	15	150	120								
2.3.1	Tertiary	5	5	15	15	75	75								
2.3.2	Tertiary	5	3	15	15	75	45								

Figure 15: Sample project budget: corporatefinanceinstitute.com

Conclusion

This learning outcome covered: Meaning of project planning and design, meaning of root cause analysis, process of conducting a root cause analysis, meaning of the theory of change, formulation of the theory of change, meaning and development of a log frame for community projects, meaning, importance and development of work plan, meaning and importance of a budget and process of creating a budget.

Further Reading



Read on plan and design community project from:

1. Zelinka& Brennan (2001). SafeScape. Creating safer, more livable Communities through planning and design.
2. Gouverneur (2014). Planning and design for future informal settlements: shaping the self-constructed city.

8.3.5.3 Self-Assessment



Written Assessment

1. Select the best definition for root cause analysis.
 - a) Systematic process of identifying risks to the project
 - b) Systematic process that use set of tools and specific techniques to define the cause of a problem
 - c) Systematic process of gathering data when something is amiss in a project
 - d) Set of tools for recommending preventive measure for future occurrence
2. Identify RCA tools used when there is a single cause to one problem?
 - a) Fishbone diagram
 - b) Gathering data
 - c) whys
 - d) Affinity diagram
3. RCA only consider one of the three basic types of causes
 - a) True
 - b) False
4. Logical framework approach is_____?
 - a) Is in reality, result based management system
 - b) Is similar to results matrix
 - c) Includes internal and external causal logic of a project
5. What should one do when log frame is defined?
 - a) Refine log frame during implementation
 - b) Discard log frame
 - c) Immediately publish log frame
6. When is a project accepted?
 - a) The funds are unlimited
 - b) The profitability index is equal to one
 - c) The profitability index is greater than one

7. The following are key management skill in planning EXCEPT?
 - a) Conceptual skills
 - b) Analytical skills
 - c) IT and computing skills
 - d) Communication skills
8. Evaluate the importance of root cause analysis for a community project.
9. Outline 5 features of a good project budget.
10. Analyse 3 ways of justifying budget outline.
11. Differentiate between a log frame and work plan. Give examples.
12. Analyse the advantages of using parental analysis.

Oral Assessment

1. Define a project budget as used in community project
2. State the importance of theory of change

Project Assessment

Engaging semi urban and rural communities is done during a resettlement process in situation of preventive natural diseases resettlement. Conduct root cause analysis of this scenario and hence develop a work plan and clearly formulate the project budget.

8.3.5.4 Tools, Equipment, Supplies and Materials

- Map of geographical areas
- Data collection tools
- Community structure guidelines
- Transport means
- Simulated office

8.3.5.5 References



- David R. Walters. (2017). Routledge, Designing community: Charrettes, Master plans and form-based codes.
- Paul F. Wilson. (2013), Root cause analysis: a tool for total quantity management. Quality press
- Thomas Russ. (2011), McGraw Hill professional Site planning and design Handbook, second edition.
- Gouverneur, D. (2014). Planning and design for future informal settlements: shaping the self-constructed city. Routledge.
- Zelinka, A., & Brennan, D. (2001). SafeScape. Creating safer, more livable Communities through planning and design.

8.3.6 Learning Outcome No 5: Identify community project risks

8.3.6.1 Learning Activities

Learning Outcome No 5: Identify community project risks		
 Learning Activities	Special Instructions	
5.1 Carry out needs assessment as per SOPs 5.2 Categorize risks as per the needs assessment 5.3 Identify possible mitigation measures as per needs assessment	Group discussion Oral assessment	

8.3.6.2 Information Sheet No.8/LO5: Identify community project risks



Introduction

This learning outcome covers: Meaning of project risks, need assessment, risk categorization, types of project risks and the mitigation measures of the risk.

Definition of key terms

Mitigation Measures: These are strategies and plans that are put in place to reduce or deal with the risks of a project.

Project Risks: This refers to the negative events that might occur and bring negative impact on a project.

Risk Management: This refers to the process of dealing with risks that occur in a project.

Content/Procedures/Methods/Illustrations

3.1 Needs assessment is carried out as per SOPs

Needs assessment is the process of addressing need and analysing to fill the gaps or issues to deal with current issues with the aim of achieving the desired outcomes.

Steps involved in need assessment as per SOPs

- i. **Brain storming and planning:** A team of stakeholders should be formed. This team should involve the leadership service providers, community members and any other party involved. The selected group of people should have ideas or should be well equated with the project at hand. The team should brain storm and come up with ideas on the problems that have been identified in the process they should know how frequent it happens, for how long, the people it affects, how serious is the problem, and the views of people about the problem. This question helps the team to know and understand what they are dealing with and how to solve the problems.

Prepare a guiding document: This document will contain a summary of what the selected team had brainstormed on. It contains detailed information on the problems identified and how they affect the project. This document should be presented to each and every member of the selected team members.

- i. **Collect secondary data:** In this stage data from the projects documentations and literature is collected. One has to have enough data and the most correct data so as to have a nice needs assessment. One should carefully go through all the required project documentation so as to acquire relevant data for the process.
- ii. **Collect primary data:** Primary data is information collected for the first time. It is important to have primary data in this process, this is because one gets first-hand information. Primary data should be collected by interviewing the people involved in the project through focus group discussions. The data should be clearly documented for future reference.
- iii. **Data analysis:** All the data collected should be carefully examined and analysed so as to come up with results that will be helpful to the project. This results are what will be used to handle the needs of a project
- iv. **Dissemination:** This is the last stage Here the results are made known to the stakeholders. Different methods can be used for the dissemination process, meetings can be held, writing reports, social media and among others.

3.2 Risks are categorized as per the needs assessment

Project risks: This refers to negative events that might happen and bring negative impact on a project.

Types of risks

There are many types of risks involved in a project. This include,

- **Budget risk:** A project has a budget that guides them on how they spend their finances. From time to time we find that projects tend to overspend due to under budgeting of things. This will make the project to fail or have issues due to lack of finances.
- **Resources:** We have resources that needed a project. There is always a risk of insufficient resources especially manpower when the community I not willing to participate in the project.
- **Disputes:** Disputes are inevitable in any setup. We can only manage disputes. This can destroy relationships between stakeholders and other people working in the project thus disrupting the projects goals and activities.
- **Sponsor support:** Sponsors and donors play a major role in projects. Mostly for running a project. In a project there is always a risk of the donor withdrawing their funding due to different reasons.

- **Operational risk:** When working on a project, there is always a risk of operational disruptions. This can cause negative effect on the project and its activities.
- **Regulatory risks:** There are always risks in a project of new regulations being introduced by different parties. This will have a great impact on the project.
- **Political risks:** When a project starts to operate nicely and growing mostly politicians want to be associated with it. They might provide funding and start disrupting the plans that have been there.
- **Security risk:** In a project where there are materials of value which are being used, there is always a risk of people coming to steal the materials.

3.3 Possible mitigation measures are identified as per needs assessment

Risk management: this is the process of dealing with the risks that occur in a project.

Ways of managing risks

- **Acceptance of the risk:** For small projects or risks that come up in a project, one can just acknowledge there is a risk and not do anything concerning that risk until the problem is solved by its own or it gets better.
- **Avoid the risk:** If the risk is too big one can avoid it. This can happen by completely changing the project plan so as to avoid the risk. This is a good way of dealing with project risks as when one changes the plan they will not face the challenge. The new plan will be aiming at avoiding the risk.
- **Transfer the risk:** This method is not commonly used in dealing with risks in projects. This is because it involves people delegating risk to other parties involved to deal with the risk at hand.
- **Mitigation of the risk:** This is the most used method in dealing with risk management. It involves finding ways to solve the problems at hand. It involves finding ways to deal with the risk involved. This is a good method as when the risk arises again one will have an easy time dealing with it since they know how and what to do.
- **Exploiting the risk:** This only happens when the risk is positive. In a case where the risk has been brought about by high demand of the product, then the organization ought to explore this and come up with ways to improve productivity.

Conclusion

This learning outcome covered meaning of project risks, types of project risks and methods of managing project risks.

Further Reading



1. Read more on categorization of project risks and assessment from validating differential relationship between risk categories and project performance by Han .w.m
2. Read on risk management by Chapman C & Wards (1996) project risk management processes.
3. Study more on tools used for risk management by Raz T & Michael E (2001) use and benefits of tools for project risk management.

8.3.6.3 Self-Assessment



Written Assessment

1. Which one is not a step in need assessment?
 - a) Collecting primary data
 - b) Getting stakeholders
 - c) Brainstorming
2. _____ is not a mitigation method in risk management?
 - a) Exploring the risk
 - b) Accepting the risk
 - c) Avoiding the risk
3. Should one involve stakeholders in finding the need assessment?
 - a) True
 - b) False
4. Disputes are forms of project risks?
 - a) True
 - b) False
5. Can sponsors and donors pose a risk to a project?
 - a) Yes
 - b) No
6. Which one is not a risk in projects?
 - a) Disputes
 - b) Plan
 - c) Budget
7. Which one of the following is a risk?
 - a) Planning
 - b) Security risk
 - c) Scope

8. Analyse measures to mitigate project risk.
9. Summarize procedures used need assessment procedures.
10. Classify the different risks found in a project.
11. Evaluate the process of needs assessment.
12. Examine the importance of risk management.

Oral Assessment

1. Outline the importance of SWOT analysis in risk management.
2. Identify key players in project risk mitigation.

Project Assessment

Conduct a risk analysis and develop mitigation measures for a proposed project.

8.3.6.4 Tools, Equipment, Supplies and Materials

- Stationary
- Data collection tools
- Risk assessment matrix
- Computer

8.3.6.5 References



- Chapman, C., & Ward, S. (1996). Project risk management: processes, techniques and insights. John Wiley.
- Han, W. M. (2014). Validating differential relationships between risk categories and project performance as perceived by managers. *Empirical Software Engineering*, 19(6), 1956-1966.
- Raz, T., & Michael, E. (2001). Use and benefits of tools for project risk management. *International journal of project management*, 19(1), 9-17.

8.3.7 Learning Outcome No 6: Carryout project activities

8.3.7.1 Learning Activities

Learning Outcome No 6: Carryout project activities		
 Learning Activities	Special Instructions	
6.1 Formulate community start-up action as per organization policy	Discussion Group. Question and answer	
6.2 Carry out baseline assessment as per organization policy		
6.3 Execute work plan as per organization policy		

8.3.7.2 Information Sheet No.8/LO6: Carryout project activities



Introduction

This learning outcome covers: Meaning of a community start up workshop, action procedure, collection of baseline information and project implementation processes.

Definition of key terms

Needs assessment: It is the process of assessing existing condition so as to determine gaps or areas of improvement that needs to be addressed.

Community: A group of people, within the same location, having similar way of life in terms of culture, eating habits, dress, language

Start up: Something that is in progress in the early stages of the entire process

Workshop: A conducive environment where people come together for the purpose of training, brainstorming by receiving or giving information.

Content/Procedures/Methods/Illustrations

6.1 Community start up action is formulated as per organization policy

A community start up action is the process whereby people living in the same geographical area need to be mobilized so as to come up with a work plan with a view of addressing gaps within the community. Once the gap has been identified, it is easier to arrange them in order of priority beginning with the most felt need. To build a rapport with the community people so that a conducive working environment is formulated at the beginning for smooth running. Community start up action procedure is therefore the process followed by a community organizer so as to begin a project in the given community.

Formulating a community start-up action

- i. **Step one:** planning committee. Mobilize members so as to form a planning.
- ii. **Step two:** Action plan on how proposed objectives can be achieved
- iii. **Step three:** Countercheck the action plan so as to be sure of its quality
- iv. **Step four:** Follow through the plan
- v. **Step five:** Ensure all members affected are informed about what is going on.

Examples of a start-up procedure that can be used include the following;

- **Building of rapport:** Where the community organizer introduces him/herself to the community members with an aim of creating long-lasting working bonds.
- **Brainstorming on possible:** When the needs come from the members it gives them a sense of belonging and they own the issues.
- **Community site visits:** The community organizer makes random visits in the community so as to assess the existing situation.
- **Order priority:** Community organizer takes members through the entire process of prioritizing the needs beginning with the most pressing needs.

6.2 Baseline assessment is carried out as per organization policy

Baseline information refers to all details in terms of needs gathered in a given community based on their way of life. For instance their pressing needs, problem solving procedures, and language they understand best among others.

Importance of Baseline Assessment

- It is important to have the baseline information so as to assess the situation, and know where to begin from as to avoid confusion that may arise.
- From baseline assessment one can compare what has already been done so as to come up with better ways of improving the situation.
- Baseline assessment is also necessary for the community organizer to have a proposed budget for the entire project.
- Baseline assessment is important so to know and have fact of the impact the project will impact to the people
- Baseline assessments key in determining the attitude feedback from the people. If community members give a negative feedback, one can easily work a way out.
- Baseline assist organizer to move from the point of unknown to known. This would make the implementation process to be well.
- Baseline assessments act as starting point of a project. If all information are collected, bottle-necks identified if necessary for easy flow of work.

Baseline assessment can be done in the following ways;

- **Face to face interviews:** It entails getting to the community, talking to members, ask them questions that they relate to, note down their responses so as to gather as much information as possible.
- **Organizing workshops and seminars:** This is for sensitization so as to brainstorm on pressing issues and come up with appropriate solution for it.
- **Site visits;** Site visits are necessary to observe what community members may have left out while presenting their issues.
- **Focus group discussion:** The community member are organized in the group where they choose a moderator so that they can come up with issues that they would like to address.
- **Observation:** It is whereby the community organizer observe by use of senses such a sight, smell, listening so as to get information by use of senses to come into a rational conclusion.

Baseline assessment has guiding principle for it to be a success. Inclusive of the following:

- **Proper prior planning:** This is necessary so as to ensure that the information intended is collected so as to avoid hearing too much information that is not useful.
- **Simplicity:** In most communities there are diverse kinds of people the aged, unlearned, children and the learned, therefore, by being simple each and every person is accommodated.
- **Ensure credibility of the source:** One has to ascertain that the information received can be trusted
- **Ethics:** Ensure that in all undertaking professionalism should be up held at all costs.

6.3 Work plan is executed as per organization policy

A work plan is set goals and procedures necessary so as to have progress and achieve the desired goal upon completion of a given project and individual or individuals embark on. Project implementation requires a work plan for it to be success. For implementation to begin certain consideration have to be put in place: -

- Availability of conducive working environment that is safe for both the community members and community organizers.
- Availability of funds to actualize the process or modalities of raising funds for the entire project.
- Identify potential setbacks and ways of addressing them in case they occur.
- Distributing roles to be played by each members of the community so as to avoid confusion that may arise, each and every members as to understand the part they are taking.

Importance of a work plan

- A work plan saves time for all those involved. This is because people work progressively knowing what activity follows after the other.
- A work plan ascertains credibility of work to be done. When investors, members of community are presented with a work plan, it gives clear picture of what to expect.
- A work plan gives room for ideas to be implemented where workable in a good way. People can use previous work plan do as to have a clear picture of what to expect.
- A work plan gives quality assurance of work. This is because those involved work with a rational direction so as to achieve their objectives.
- A good plan is key in ensuring that work to be accomplished runs smoothly. This makes members comfortable and to work in improved environment.
- A good work plan assists in tracking progress and changes in work given. This is important so as to avoid doing what has not been planned for.

When you do not plan your work, you attract failure before you even begin therefore work plan is necessary.

Project implementation occurs in phases: inclusive

- i. Start: this is the beginning of the entire process. Things begin to be initiated, money can be spent thus the budget drawn one should stick to it so as to avoid wastage or possible loss.
- ii. Planning: Once you have bought all the requirements, one plans on how they are to be used so as to serve its purpose
- iii. Implementation: ground work begins. If the project was to address water issues, every affected community members gets water, for instance if it was planned that boreholes are to be dug each member requires it.
- iv. End: Once the community organizers and members are satisfied with the objectives met, the entire process comes to a closure having achieved the desired outcome.

Community Project Implementation

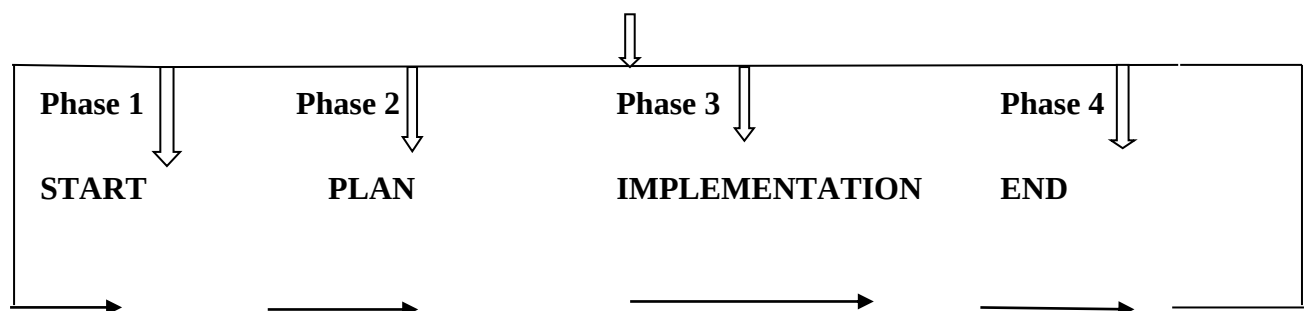


Figure 16: Community project implementation

Project implementation is important due to the following reasons:

- Build trust for future projects.
- Gain trust of the people so as to get acceptance at any given time.
- For community development processes that serve humanity.

Conclusion

This learning outcome covered: Meaning of a community start up workshop, action procedure, collection of baseline information and project implementation processes.

Further Reading



Read more on carrying out project activities from:

1. Managing community practice, principles and programs by Sara Banks (2013)
2. Craig & Mayo (1995). Community empowerment: A reader in participation and development.

8.3.7.3 Self-Assessment



Written Assessment

1. A community organizer should engage in the following activities. EXCEPT?
 - a) Mobilize for funds
 - b) Community site visits
 - c) Demand for payment from community members
 - d) Assist community members identify their needs.
2. Why is building rapport with community members necessary in the community?
 - a) To have many friends to chat with
 - b) So as to gain trust from the people
 - c) To have individuals who can provide you with meals when out on the fields
3. Can a community organizer switch to the local dialect in order to communicate with the people?
 - a) YES, for the better understanding of the process.
 - b) NO, it may create distrust.
 - c) YES, it is a common language with the people.
4. Why is baseline assessment necessary?
 - a) To relate with issues affecting the community members.
 - b) Gather as much information as possible
 - c) To have knowledge so as to use it in condemning community members.

5. When assessing the needs below, which one would you prioritize first:
 - a) Rapid drought community members lack food and water as a result
 - b) Boreholes are available in a given community but an investor is willing to give water tanks to preserve water for use when need arises.
 - c) Donor wants to build a private school in the village with modern learning buildings or facilities
6. Which of the following is not a method of collecting baseline information?
 - a) Face to face interviews
 - b) Observation
 - c) Conclusion
 - d) Community site visits
7. For a work plan to succeed the following process has to be followed, which one?
 - a) PLAN->START->IMPLEMENT->END
 - b) START->PLAN->IMPLEMENT->END
 - c) IMPLEMENT->PLAN->START->END
8. Evaluate methods of data collection you can use in a project.
9. Illuminate the role of a moderator in a focus group discussion.
10. Demonstrate the procedure to be followed in project implementation.
11. Examine briefly how one can gain trust from community.
12. Justify why community site visit is important.

Oral Assessment

1. How would you prioritize needs given that in every community needs arising never seem to end?
2. Why is it necessary to carry out a baseline assessment?

Practical Assessment

In Kosewe village where FGM and early marriage is practised. A faith based organisation wants to build a school in Kosewe where the children can get quality education. The organisations belief system preach against FGM & early marriage. This collides with what Kosewe people are used to living. As a community developer and social work what approach can you use given that the project and way of life of the people are colliding? What are the necessary adjustments in such scenarios?

8.3.7.4 Tools, Equipment, Supplies and Materials

- Map of geographical areas
- Data collection tools
- Community structure guidelines
- Transport means
- Simulated office
- Tablets
- Smart phones
- SD cards and card readers

- Computer

8.3.7.5 References



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8.3.8 Learning Outcome No 7: Monitor community project

8.3.8.1 Learning Activities

Learning Outcome No 7: Monitor community project		
 Learning Activities	Special Instructions	
7.1 Develop Monitoring tools as per SOPs (weekly progress review minutes, monthly management reports, quarterly monitoring reports, annual reports, baseline assessment, mid line evaluation and end line evaluation)	Field work	
7.2 Establish Reporting framework as per organization policy (reporting guidelines as per SOPs or donor requirements)	Research persons	
7.3 Carry out review of the project plan as per organization policy.	Case studies	
7.4 Carry out financial monitoring as per SOPs	Discussions	
7.5 Carry out selection and documentation of human changes as per organization policy		

8.3.8.2 Information Sheet No8/LO7: Monitor community project



Introduction

This learning outcome covers: Meaning and importance of monitoring, formulation and administration of the monitoring tools, meaning and importance of reporting framework. Identification of positive impact through human change stories, importance of financial monitoring and the process of reviewing the community project plans.

Definition of key terms

Monitoring tools: These are the tools that continuously keep track of the status of the system in use in order to have the earliest warning of failures, defects or problems and to improve them.

Reporting framework: It is a well-designed, highly automated that utilizes a balanced approach, effective graphics, clear targets, real-time and periodic reporting along with analysis and recommendations is absolutely essential for delivering quality services as well as reporting the value of these services.

Project plan: It is a formal document designed to guide the control. It is the key to a successful project and is the most important document that needs be created when starting any business project.

Financial monitoring: It concerns comparing the actual costs to the planned costs in the project budget.

Content/Procedures/Methods/Illustrations

7.1 Monitoring tools are developed as per SOPs

These are tools that continuously keep track of the status of the system in use in order to have earliest warning of failures, defects or problems and to improve them. Examples of the monitoring tools include; servers, networks, databases, security, performance, website and internet applications.

The features of monitoring tools include;

- To identify the problems and send alert messages to the administrator.
- To log real time and historical information.
- To find optimal settings.
- To monitor the number of users on a network.
- To monitor traffic either in real-time or covering a given length of time of operation with the analysis performed afterwards.

How to formulate monitoring tools?

- Use a planning tool. Be clear about what you are trying to achieve.
- Organizations are driven by clear sense of shared purpose and mission but this is not always captured on paper.
- Describe your output. They are goods, products and services that you deliver.
- Set output indicators. Output indicators are specific pieces of information that you collect to keep track and report on the work you have delivered.
- Describe your outcome. Outcomes are the changes that come about as a result of your work.

Importance of monitoring tools

- They help in early detection of problems. Due to the sprawling infrastructure, technologies and users detecting problems an IT infrastructure has become a major challenge for companies.
- Real time notification: is one of the key advantage that you can have with IT monitoring tools.
- Performance monitoring. In this digitally and IT-dependent era, it is quite critical to identify all the IT performance factors that can reduce the overall performance of your organization.

7.2 Reporting framework is established as per organization policy

It is a well-designed, highly automated that utilizes a balanced approach, effective graphics, clear targets, real time and periodic reporting along with the analysis and recommendations. It is absolutely essential for delivering quality services as well as reporting the values of these services.

Administrative monitoring tools

- **Tops:** This is the frequently used command tool to monitor real time system performance and is preinstalled in many UNIX flavour, a top is an excellent tool to monitor process threads running on the system, order process on different criteria and the most of it is CPU, physical memory and visual memory.
- **Free:** A free command shows the total amount of free, used physical and swap memory as well as the buffer and cache utilized by the kernel. Free command is preinstalled in May UNIX like operating system and frequently used.
- **System Activity Report (SAR):** The command is used to monitor system performance like CPU, memory and input output in real time.
- **Net stat:** The net stat network statistics is a command line tool used to monitor network connection in UNIX like operating system as this tool is mostly used for interface statistics and troubleshooting network performance. It is also called network debugging tool.

7.3 Review of the project plan is carried out as per organization policy

To review is to assess something with the intention of instituting change if necessary. The project review is an assessment of the status of a project at a particular point in time. The first time in the project life cycle that a project review is undertaken is at the end of the first project phase is called initiation.

The purpose of the review project plan as per the organization policy

- Project the current delivering schedule.
- To know whether the budget allocated was sufficient at this point.
- To know whether the issues were identified and resolved.
- To know whether the deliverables have been produced and approved.
- Project is on track.

Importance of project review

- It helps to document the result of your project review.
- It helps to communicate the progress of your project to your sponsors.
- List any risks or issues which have impacted the project.
- Show the sponsor the deliverables produced to date.
- Seek approval to proceed to the next phase.

When to complete a project review plan as per the organization policy

As soon as the project team believes they have completed a particular project phase, a project review should be undertaken. There will be at least three project reviews during the project life cycle at the end of the initiation, planning and execution project phases.

Tips for conducting review implementation plan as per the organization policy

- i. **Ask for openness:** Emphasize the importance of being open and honest in your assessment and make sure that people are not in any way punished for being open.
- ii. **Be objective:** Describe what has happened in objective terms and then focus on improvement.
- iii. **Document success:** Document practices and procedures that led to recommendations for applying them to similar future prospects.
- iv. **Look with hindsight:** Pay attention to the unknown that may increase implementation risk.
- v. **Be future focused:** Remember the purpose is to focus on the future and not to assign blame for what happened in the past.

7.4 Financial monitoring is carried out as per SOPs

It is the concern about comparing the actual costs to the planned costs in the project budget.

Ways of monitoring financial performance as per SOPs

- **Preparation of key financial statements:** The basic reports that every company need to reduce are the balance sheet and the profit/loss statements.
- **Preparation of aged debtors' trial balance:** Every month an aged debtor's trial balance should be prepared so that the company can keep track all customers who owe them money.
- **Preparation of inventory records:** There are many balances that invest heavily in machinery, equipment and raw material.
- **Preparation of working capital statements and financial ratios:** Businesses should ask their finance teams to put together regular working capital statements and periodic calculations of current ratios and quick ratios.
- **Preparation of fund and cash flow statements:** Fund flow statements and cash flow statements are vital reports for a fund that tell them just how much liquid cash is coming into the business.

Purpose of financial monitoring as per SOPs

- Ensure compliance with rules, regulations and requirements.
- Safeguard federal funds against fraud, waste and abuse.
- Help identify actual potential issues.
- Identify technical assistance and training needs.
- Ensure follow up on issues and corrective actions.

Keys to effective monitoring as per SOPs

- Sub grant. Develop detailed agreement that defines expectations and roles of both parties.
- Accountability and reporting. Clarify expectations on frequencies and requirements.
- Training and technical assistance. Identify the needs and invest time to orient and train sub grantees to provide assistance needed.
- Best practices. Identify needs and share effective practices with others to increase effective management,
- Monitoring methods. Conduct continuous and scheduled monitoring using appropriate methods and tools.

Importance of financial monitoring as per SOPs

- It helps the investors have confidence with the signs of security within business operation
- Effective financial monitoring allows for the correct balance between risk and potential profit maximization.
- Through monitoring, business can claim tax deductions based on their quantity of office space.

7.5 Selection and documentation of human changes is carried out as per organization policy

Selection is the process of choosing the most suitable as being the best while documentation is the act of writing that something down.

The selection policy and documentation as per organization policy.

- **Suitability:** Writing accurate position description is an important part of the primary tasks involved as well as the core competencies required to perform the role.
- **Consistency:** A good recruitment and selection policy will also require that hiring managers use predetermined criteria at all stages of the process thereby reducing the risk of bias and discrimination.
- **Legality:** Privacy and equal opportunity legislation requires that the recruitment process is conducted in a fair and transparent manner.
- **Credibility:** Not all jobs are genuine.
- **Transparency:** By ensuring transparent procedures at every stage, the recruitment and selection policy ensures that all shareholders in the recruitment process, CHR, department head, line managers etc. are able to follow the process and be confident of the outcome.

The selection process of human changes as per the organization policy

- i. **Initial screening:** The selection process often begins with an initial screening of the applicants to remove individuals who obviously do not meet the position requirements.
- ii. **Completion of the application form:** Application blank is a form record of an individual's application for employment.
- iii. **Employment tests:** Personnel testing is a valuable way to measure individual's characteristics.

Conclusion

This learning outcome covered: Meaning and importance of monitoring, formulation and administration of the monitoring tools, meaning and importance of reporting framework. Identification of positive impact through human change stories, importance of financial monitoring and the process of reviewing the community project plans.

Further Reading



Read more on reporting framework from; Byam (2013). Strengthening the Integration of Traditional Knowledge in Environmental Impact Assessment:

8.3.8.3 Self-Assessment



Written Assessment

1. Which one of the following is not an example of monitoring tool?
 - a) Servers.
 - b) Smart phones.
 - c) Database.
 - d) Website.
2. Give the right answer of administration monitoring tool.
 - a) Down
 - b) Top
 - c) Free
 - d) Scar

3. What is the right answer on the purpose of review project?
 - a) Going through the analysis of the documents
 - b) Carrying out the selection and documentation of the project
 - c) Project the current delivery schedule
4. Which one of the following is not the importance of reporting framework?
 - a) Provides a basis for questioning and testing assumptions.
 - b) Reveals mistakes and offers paths for learning and improvements.
 - c) Allows educators to learn from each other's experience hence building on expertise and knowledge
 - d) Following the guidelines on the documents all through
5. Which one of the following is the correct feature of monitoring tools?
 - a) Transparent and credible
 - b) Has all elements of monitoring
 - c) Works on many areas in the office
 - d) Identifies the problems and send alert messages
6. How does one start formulating the monitoring tools?
 - a) Identify the tool
 - b) Describe your output
 - c) Use a planning tool
 - d) Describe your outcomes
7. What is the definition of financial monitoring?
 - a) Comparing the actual costs to the planned costs in the project budget
 - b) Giving the difference in the outcome of financial management
 - c) Looking at and analysing finances properly
 - d) Having the correct statements on the transactions
8. Examine the importance of documentation for selection.
9. Identify key components of evaluation report.
10. Elaborate the process of developing monitoring tool?
11. Summarize components of a financial report.
12. Outline the advantages of reviewing project plan?

Oral Assessment

1. What are the features of monitoring tools?
2. Select key components used in establishing evaluation framework.

Project Assessment

Prepare an evaluation report for an ongoing project

8.3.8.4 Tools, Equipment, Supplies and Materials

- Map of geographical areas
- Data collection tools
- Community structure guidelines
- Simulated office
- Tablets
- Smart phones
- SD cards and card readers
- Computer

8.3.8.5 References



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8.3.9 Learning Outcome No 8: Evaluate project activities

8.3.9.1 Learning Activities

Learning Outcome No 8: Evaluate project activities		
	Learning Activities	Special Instructions
	8.1 Develop evaluation tools as per organization policy 8.2 Carry out planning as per organization policy 8.3 Conduct mid line evaluation as per organization policy 8.4 Conduct end line evaluation as per organization policy 8.5 Carry out an impact assessment as per organization policy 8.6 Prepare the evaluation report as per organization policy	Illustrations Lectures Group discussions

8.3.9.2 Information Sheet No.8/LO8: Evaluate project activities



Introduction

This learning outcome covers: Meaning and importance of evaluation, procedure for developing evaluation tools, evaluation planning and types of evaluation, impact assessment and preparation of evaluation report.

Definition of key terms

Evaluation tools: This refers to the means in which the systematic collection and determination of data similar to the results, operations or activities of a structure of policy and organization are assessed in determining the success of a project in comparison with the set standards.

Mid line evaluation: This refers to assessment illustration with clearly noted outcomes on what occurred and the effects of a completed project, they are carried out while the project is still taking place.

End line evaluation: This refers to assessments carried out at the end of a procedure or activity. Its aim is to calculate and determine how successful the procedure was.

Impact assessment: This is the measuring of the efficiency of actions in the organization and determining the importance of the adjustments that have come about due to those actions.

Evaluation report: An evaluation report is a simplified document which describes the outcomes, explanations, recommendations and closure obtained from the evaluation process.

Evaluation planning: Is a summary of what needs to be evaluated, what information needs to be collected, and how you are intending to collect recommendation.

Content/Procedures/Methods/Illustrations

8.1 Develop Evaluation tools are developed as per organization policy

Evaluation tools are the mechanisms used in the organized collection and approval of the data outcome in comparison with the set objectives.

Evaluation is carried out for the following reasons;

- To measure the quality of a program outcome
- For monitoring purposes
- To provide knowledge and different ideas on how the methods can be improve.
- Help in planning for future strategies.

Development of an evaluation framework helps one to be aware of what is needed while conducting the evaluation, what type of skills to employ and who are the appropriate people in the organization to fund the process.

Development is done through;

- **Planning:** This enables one to have a goal and know what they are working towards, planning is recorded in most organizations so as to give guidance on what the overall mission is.
- **Giving a view of the product:** The organization policy states what the end result of a project is so while developing an evaluation framework, the output of the project should be stated.
- **Stating the target market for the product:** This includes the people or organizations in need of your products and how it is being used.

When applying quantitative tools on a project, it is simpler since they can be easily measured numerically using numbers, but while using qualitative tools in evaluation, the following are the tools used;

Evaluation tools

- **Observation:** This can be done through listening, watching from a distance, engaging so as to get to understand the project's intangible outcomes.
- **Surveys:** This is used in measuring intangible outcomes; it entails using other tools to collect information before the beginning of the project. They can be used to measure anything from a group of people; surveys can be carried out electronically using pen and paper or through interviews.
- **Interviews:** Project information and evaluation can be done through the creation of interview questions that are considered helpful to ensure correct and effective information is collected to enable evaluation, these questions are

asked to the shareholders so as to gather enough information for evaluation. Interviews can be done verbally or written.

- **Focus groups:** Focus groups entails selecting a small number of the people in the project and focusing on evaluating them, these people are used as a representation of the rest, the questions asked and answers received are used for evaluation.
- **Methodology:** Whatever the organization policy or budget, the evaluation tools are available for every different resource. Quantitative tools include; Data analysis, Comparison, Head count and Testing.

8.2 Planning is carried out as per organization policy

Planning involves coming up with processes and making decisions before implementation of the project. In an organization, the strategies followed while making future plans should always be in accordance with the organization policy and long term objectives.

Project planning has the following characteristics;

- i. It is solely focused on the long term objectives.
- ii. It involves creativity and innovation while coming up with strategies for the future.
- iii. Planning influences decision making
- iv. Planning is the most important function of management.

Importance of planning

- Making plans before beginning the organization project helps to reduce the rate of risks happening in the future since they are pointed out before.
- Planning helps simplify the evaluation process as the future opportunities and outcomes are identified before.
- Planning helps in the improvement of the projects performance since the actions being taken are verified and objectives established.
- Ensures efficiency in carrying out the project development process as activities will not clash.
- Planning makes it easier to control a project since all activities follow the plan.
- Evaluation planning helps to fully understand the purpose and evaluation outcomes.
- Helps in simplifying the replacement of employees.
- Relates different evaluation activities.

Steps involved in planning as per the organizational policy

- i. Assessing the available opportunities
- ii. Setting the project goals and objectives
- iii. Stating the possible alternatives
- iv. Choosing the most suitable alternative
- v. Putting the plan to action
- vi. Monitoring

Planning helps the organization to have knowledge about the future of its projects and fulfil the needs. Evaluation planning identifies what programs are measurable and comparable to the final results.

Evaluation plan steps:

- i. Engage stakeholders
- ii. Describe program
- iii. Focus the evaluation
- iv. Gather credible evidence
- v. Justify conclusions
- vi. Ensure use and share lessons learned

8.3 Mid line evaluation is conducted as per organization policy

Midline evaluation shows an illustration of the outcomes of a completed project, it also affect the procedures of a project and provide help to the shareholders through educative conversations, workshops and educative products.

Midline evaluations are done during the project implementation process so as to ensure all activities are being carried out accordingly and point out any obstacles that may arise and threaten the objective of the organization.

Midline evaluation acts as a monitoring tool for the progress of the project, it provides allowance for corrections to be made in case of a back slide, it allows for outcome comparison and measure risks over time.

Purpose of the midline evaluation

- Answer to major issues and questions that may arise in regards to the end results and effects of a project
- Monitor the progress of the project as per the organization policy.
- Produce accurate facts on the effectiveness of a project.
- Discover communication opportunities and enhance learning during the process.

Conduct midline evaluation

Midline evaluation is conducted by asking questions to get answers regarding the results and effects of the processes involved in a program. It shows the events that occurred after the program was put into action.

The following questions are asked during evaluation so that a revelation is made and conclusion found.

- Why the project is relevant?
- Are the processes and systems being followed/ used efficient and effective enough?
- What results have been achieved so far?
- Does the payment system affect the activities in any way?

From the information collected, an analysis is done and conclusion about the project is made.

8.4 End line evaluation is conducted as per organization policy

End line evaluation is the assessment done at the end of the project; it aims at calculating the success of the project. End line evaluation uses base line data to compare information so as to determine success, whenever base line data is unavailable, creative measures are taken so as to collect qualitative data.

Objectives of the end line evaluation

- To evaluate the level of change so as to calculate the allocation of resources.
- To determine the efficiency and importance of a project
- To assess the need for public participation.
- To discover the projects that have been successful.
- To evaluate change and make budgets.

Conduct end line evaluation

End line evaluation is conducted by asking the following questions at the end of a project so as to help in determining its success.

- Was the programme budget friendly?
- Is there possibility of health effects from the project?
- Is the results flow perishable or unceasing?
- What are the main results obtained from the project?
- Did the payment system affect the results in any form?

After the survey and evaluation of the responses is done, conclusion can be made on how successful the programme was.

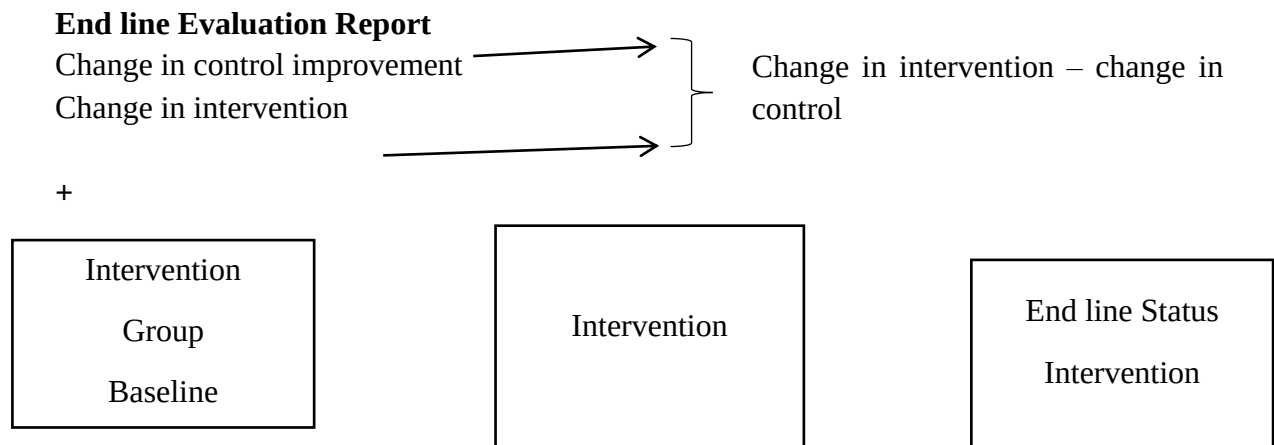


Figure 17: End line Evaluation Report:

Importance of end line evaluation

- Gathers both qualitative and quantitative data
- Enables explanation of the findings and outcomes
- Ensures public awareness and participation
- Encourages proper use of resources

8.5 An impact assessment is carried out as per organization policy

Impact assessment can be referred to a form of evaluation responsible for measuring end results and the effects of the activities of the project. Impact assessment performs these responsibilities by developing an alternative of actions that would have occurred if the project was not being carried out.

Aims of impact assessment

- To improve the efficiency and results of both the current and future value of the projects
- Provide knowledge concerning future project qualities.
- Evaluate and influence project processes, measure influence and identify factors affecting the program.

Disadvantages of impact assessment

- They are time consuming as they might take years
- Impact assessment is an expensive process
- Delay decision making process due to the length of time being consumed.
- Not advisable for internal stakeholders.

Importance of impact assessment

- Can be applicable both locally and internationally.
- It is an important instrument for decision making
- Helps in the planning process since it provides knowledge on future projects.
- Helps in the attainment of more positive results.

How impact assessment is carried out

Impact assessment process involves the following steps;

- i. Project selection:** Impact assessment is done to identify the outcomes of different projects and realize which ones are more demanding than others in regards to finance, labour and equipment's.
- ii. Evaluation rating:** This is where judgment is made on whether the selected project should be assessed or not and what are the most convenient methods to be used in the assessment.
- iii. Research preparation:** A plan is made at this stage on how research can be done efficiently to determine possible outcomes in the project. Questions to be asked during the research are also identified.
- iv. Staff identification:** At this stage, the needed expertise is identified from the plan of research the appropriate sponsors and research firms are contacted and given the required responsibilities and financial budget.
- v. Research and analysis**

The advisors sponsoring organizations and all involved parties organize the information, analyse the summary after the research has been done.

- vi. Broadcast the results**

The impact assessment process tends to give data and knowledge that is valuable hence it is important to distribute the information through print and online media.

8.6 Evaluation report is prepared as per organization policy

An evaluation report is a simplified document that gives information on the results and recommendations from the overall evaluation process. It gives a report on the findings and conclusions made from evaluating a project; it is basically a summary of evaluation.

Importance of an evaluation report

- It helps in creation of awareness to a target group as can easily be presented and understood
- It brings about proper understanding of an evaluation plan
- Determines the time taken and resources used during the evaluation process
- Promotes transparency

How to prepare an evaluation report

An evaluation report is a simple document containing summarized results of an evaluation, the preparation of this report entails;

- **Identify the aim:** Helps to identify the main objective of writing the report
- **Come up with important data:** This involves identifying the most effective information that should be captured in the report.
- **Identify the target audience:** Come up with the list of people to which the report is intended to reach. The possible information they mostly need and questions they are likely to ask.

- **Group the report:** To enable understanding, the report should be written efficiently with correct grammar to ensure understanding.
- **Review the report:** This entails going through the report and identifying and correcting any mistakes available.

Components of an evaluation report

It is important to identify what an evaluation report contains since it carries the most important parts of the evaluation process.

The components include;

- **The title:** Includes the heading, writer's information and the date in which the report was prepared.
- **Main summary:** Contains detailed but brief information about the report topic.
- **Table of contents:** Shows where the contents in the report are located
- **Introduction:** Simple introduction on the reason for the evaluation.
- **Scope:** Explains what the evaluation was aiming at
- **Resources and methods:** Tools and equipment that were used during evaluation
- **Summary:** The conclusion that were made after the project
- **Recommendations:** Advice on how the acquired results can be implemented
- **References:** Materials for further research

Conclusion

This learning outcome covered: Meaning and importance of evaluation, procedure for developing evaluation tools, evaluation planning and types of evaluation, impact assessment and preparation of evaluation report.

Further Reading



Read more on the types of project evaluation from; Mikulskienė (2014). Research and development project management.

8.3.9.3

8.3.9.4 Self-Assessment



Written Assessment

1. Mention one type of evaluation?
 - a) Scope
 - b) Planning
 - c) Project
 - d) Baseline

2. The following include disadvantages of impact assessment, except?
 - a) Time consuming
 - b) Enables planning
 - c) Expensive
 - d) Delays decision making
3. State one component of an evaluation report
 - a) Introduction
 - b) Planning
 - c) Transparency
4. Can intangible resources be measured
 - a) True
 - b) False
5. Evaluation tools are categorized into two, except?
 - a) Qualitative tools
 - b) Quantitative tools
 - c) Organizing tools
6. The following are purposes of midline evaluation except?
 - a) Procedure facts
 - b) Simplify and replace employment
 - c) Answer major issues questions that may arise.
7. The following are standards of good evaluation except?
 - a) Propriety
 - b) Evaluation
 - c) Accuracy
 - d) Feasibility
8. Demonstrate procedures for conducting mid line evaluation.
9. Illustrate 3 quantitative evaluation tools.
10. Evaluate two components on an evaluation report.
11. Analyse characteristics of project planning.
12. Examine the importance of impact assessment.

Oral Assessment

1. Identify steps involved in an evaluation plan.
2. Summarize tools used for midline evaluation.

Project Assessment

Develop a monitoring and evaluation plan for an ongoing project. Determine tools you will use for data collection.

8.3.9.4 Tools, Equipment, Supplies and Materials

- Map of geographical areas
- Data collection tools
- Community structure guidelines

- Transport means
- Simulated office
- Computer

8.3.9.5 References



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8.3.10 Learning Outcome No 9: Prepare community project report

8.3.10.1 Learning Activities

Learning Outcome No 9: Prepare community project report		
	Learning Activities	Special Instructions
9.1 Prepare narrative report as per SOPs 9.2 Prepare financial report as per SOPs		Case study Simulation Oral discussion

8.3.10.2 Information Sheet No8/LO9: Prepare community project report



Introduction

This learning outcome covers: Meaning, importance and types of community project reports.

Definition of key terms

Narrative report: Is an appraisal report presented in descriptive paragraphs which is presented in form, letters or tale format.

Financial report: These are reports prepared by a company's management to present the financial performance and position at a given time.

Project report: It is a document which provides details on the overall picture of the proposed business

Enterprise resources: Is the organisation's stock or supply of money, materials, staff and other assets that can be drawn on by a person.

Content/Procedures/Methods/Illustrations

9.3 Narrative report is prepared as per SOPs

A narrative report is an appraisal report presented in descriptive paragraphs which is presented in a form of letters or table formats. A narrative report is prepared as per SOPs following the below guidelines:

- i. Consider the topic
- ii. Start with the draft
- iii. Storyline elements
- iv. The point of view
- v. Proving and supporting
- vi. Do not give details that don't mean anything to your story
- vii. Clarity in writing
- viii. Describe events chronologically.

Things that a narrative report should have as per SOPs:

- Statement of the thesis, or the event
- Any background and information related to this thesis
- Chronological account of the event
- Event summary in terms of its consequences and implications.

How to begin a narrative as per SOPs

- i. Write in the first person. Since it's your story, use "I" to start your sentence.
- ii. Include many imagery and lots of sensory details. You want the reader to experience the event with you.
- iii. Be realistic as you use dialogue where necessary to help you engage the reader.
- iv. Weave your emotions into your narrative.

A basic example of a narrative report is a book report that outlines a book, it includes the characters, their actions, possibly the plot, and, perhaps, some scenes.

1.2 Financial report is prepared as per SOPs

These are the reports prepared by a company's management to present the financial performance and position at a point in time.

Types of financial reports as per SOPs

- External financial statements (income statement, statement of comprehensive income, balance sheet, statement of cash flows and statement of stakeholder's equity).
- The notes to the financial statement.
- Press releases and conference calls regarding quarterly earnings and related information.

Users of financial reports

- Company management
- Competitors
- Customers
- Employees

Quarterly and annual reports to stockholders

Financial information posted on corporation's website.

Financial report to government agencies including quarterly and annual reports to the Securities and Exchange Commission.

The importance of financial report

- Financial reports as per SOPs provides information useful in investment and credit decisions and in assessing cash flow prospects.
- They provide information about an enterprise's resources, claims to those resources, and changes in the resources.
- It provides a company's financial health.

Conclusion

This learning outcome covered: Meaning, importance and types of community project reports.

Further Reading



Read more on preparation of community project report from; Wates & Thompson (2013). The community planning event manual: how to use collaborative planning and urban design events to improve your environment.

8.3.10.3 Self-Assessment



Written Assessment

1. _____ is not a guideline of a narrative report?
 - a) The point of view
 - b) Storyline the element
 - c) Consider the procedure
 - d) Start with a draft
2. What is the basic example of a narrative report?
 - a) Book report
 - b) Journal report
 - c) Financial report
 - d) Petty cash report
3. How do you start writing a narrative report?
 - a) Start with a dialogue
 - b) Weave your emotions into the narrative
 - c) Write in the first person since it is your own story by using "I"
 - d) Use many experiences the reader had in the event

4. Which of the following is not a financial report?
 - a) Income statement
 - b) Misrepresentation statement
 - c) Balance sheet
 - d) Statement of stakeholders' equity
5. The following is not the purpose of financial statement?
 - a) Provide the information about the results of operations e.g financial position and cash flows of an organization.
 - b) The information from the reports is used to make the decisions regarding the allocation of resources.
 - c) Assessing cash flow prospects.
 - d) Used for making investments in the organization when the profit is made.
6. Select components to be used in a narrative report.
 - a) Any background and information related to the thesis.
 - b) A story of personal life experience.
 - c) A written document showing the descriptive.
 - d) A good written English which is clear and straight to the point.
7. Which of the following is not the main use of the financial statement?
 - a) Suppliers
 - b) Competitors
 - c) Customers
 - d) Employees
8. Examine the importance of a narrative report.
9. Why a narrative report is important?
10. Who prepares financial reports in the organization?
11. Demonstrate key components used in preparing financial report
12. Examine the various types of project report.

Oral Assessment

1. What are sources of collecting data for community project report
2. What are the types of project reports?

Project Assessment

Prepare a narrative and financial report for a completed community project.

8.3.10.4 Tools, Equipment, Supplies and Materials

- Map of geographical areas
- Simulated office
- Tablets
- Smart phones
- SD cards and card readers
- Computer
- Stationery

- Report template

8.3.5.5 References



Ruopp, R., Gal, S., Drayton, B., & Pfister, M. (2012). *LabNet: Toward a community of practice*. Routledge.

Stuart-Hill, G., Diggle, R., Munali, B., Tagg, J., & Ward, D. (2005). The event book system: a community-based natural resource monitoring system from Namibia. *Biodiversity & Conservation*, 14(11), 2611-2631.

Wates, N., & Thompson, J. (2013). *The community planning event manual: how to use collaborative planning and urban design events to improve your environment*. Routledge.

8.3.11 Learning Outcome No 10: Undertake project handling over

8.3.11.1 Learning Activities

Learning Outcome No 10: Undertake project handling over		
 Learning Activities	Special Instructions	
10.1 Prepare an exit strategy at the onset of the project 10.2 Establish community capacity for sustainability as per organization policy 10.3 Execute exit strategy as per organization policy	Field excursion Group discussions Oral discussions	

8.3.11.2 Information Sheet No.8/LO10: Undertake project handling over



Introduction

This learning outcome covers: The meaning and importance of project handover, onsite exit strategy, the meaning of project sustainability, importance of community capacity building and implementation of the exit strategy/handing over project.

Definition of key terms

Community capacity buildings: Entails all initiatives aimed at locating the different challenges that derail a community from attaining their goals and meeting their needs and then facilitating/ supporting or empowering them to meet the needs in collective manner for the betterment of the entire community.

Community capacity: The interaction of social capital, organizational resources and human capital that exists within a community which can be leveraged to solve collective community challenges and sustain community well-being.

Exit strategy: This is a plan that details how and when a project will transform or end when the time comes, or when the project's objectives are attained and funding has stopped.

Content/Procedures/Methods/Illustrations

10.1An exit strategy at the onset of the project is prepared

For a project to be said to be successful, it has to be handed over successfully. Project handling over is the point in a projects life cycle when all the deliverables of the said project are transferred to the users/ funders or sponsors. It is important to note that the exit strategy which is the plan of action in the hand over stage is planned from the onset of the project and is communicated throughout the lifecycle of the project. To ensure that end users of the project understand and can adequately benefit from the

project after the handover process, information should be communicated throughout the projects lifecycle to ensure that all the needs of the end users are accommodated.

Importance of formulating an exit strategy at the onset of the project

Projects are usually temporary and unique set of operations that have a definitive time frame within which they are supposed to end. This time frame is usually determined at the beginning of the project because:

- i.) It increases the likelihood of the handed over project to attain sustainable results.
- ii.) It helps to clarify the responsibilities of the implementing agency and donor after the project is done and handed over.
- iii.) It helps to clarify the planning of the project and any follow up activities after the handover process.
- iv.) It reduces overdependence of external resource allocation (funders).
- v.) Encourages commitment among stakeholders
- vi.) Reinforces ownership of the project
- vii.) Helps in considering the stakeholders and operational environment in the stages of planning.

An exit strategy is also referred to as a sustainability plan for a project because it provides the basis for going forward with the project during the planning phase of the project. The exit strategy also emphasizes on collective learning of both the project developers and the users of the project. At times, exit strategies might experience risks such as withdrawal of key funder or reputational risks, these risks can be resolved through negotiations and effective formulation of the exit process with clarity, transparency, patience and inclusiveness across the board.

Recommendations for a successful exit strategy

A successful exit strategy should consider the following suggestions:

- i. It should be formulated at the onset of the project
- ii. It should be communicated to all involved parties and all improvements should be discussed and agreed upon.
- iii. Must clearly define all the resources and information required to the end users.
- iv. Must ensure that communication and relations are not permanently curtailed between the project developers and the end users.
- v. Should allow more time and patience for all the participants (end users) as the hand over process unfolds.
- vi. Address any conflicts early enough to ensure collective participation.

10.2 Community capacity for sustainability is established as per organization policy

Different organizations and communities have different policies values, goals and ways of doing things. Capacity building in the community level is vital for sustaining established projects after the exit stage.

Community project sustainability can be defined as the ability of a community to use available resources that a project benefits the entire community for the longest period of time. In order to gain community project sustainability, the capacity of the community must be developed.

The process of community capacity building

Community capacity building is conducted by first determining the capacity of a given community. This is done by conducting research on the strengths, needs and challenges experienced by certain communities to comprehend the scope and breadth of capacity requirements in these communities. Capacity building could be conducted on either of the following areas that impact community project sustainability.

- i. Community governance
- ii. Communications
- iii. Partnerships
- iv. Technical skills
- v. Growth and engagement
- vi. Conflict management

While undertaking capacity building each of the selected items that are lacking in a community must be analysed along factors such as the challenges and existing solutions as presented from other successful communities and potential future activities to be conducted on the same including facilitation of meetings to enhance communication or conducting trainings and research to enhance conflict management. Therefore, the key deliverables for communities that have capacity to develop include (importance of community capacity building)

- Active, confident and skilled communities
- Inclusive and effective community organizations.
- Effective relationships among community organizations and other services/organizations.

Staff who provide community capacity building might experience various challenges including accountability issues and challenges while working with politically sensitive communities.

Therefore, the following recommendations/ principles should prevail

- The principle of empowerment
- The principle of collective participation
- The principle of inclusion, anti-discrimination and equality
- The principle of partnership
- The principle of self determination

The principles listed should be considered in community capacity building to enhance empowerment of the community as well as evaluation of project effectiveness and quality.

10.3 Exit strategy is executed as per organization policy

An exit strategy must be planned from the first stage of a project. This must be done with clear indication of the timeline of the project, the procedures of tracking progress, benchmarks to use and the specific actions to undertake to attain these benchmarks. The guiding principles during this stage include flexibility, participation, transparency and revisions.

Steps of Formulating Exit plans

- i. Restating the objectives of the exit strategy
- ii. Define what the exit strategy should achieve
- iii. Formulate the suitable exit strategy for the project
- iv. Formulate the overall exit criteria (using benchmarks)
- v. Identify the exit activities that should be implemented to attain the exit criteria stated above as well as the objectives
- vi. Specify the people (stakeholders and partner) and what they need to do during handing over.
- vii. Identify the benchmarks for evaluating the results and implementation of every exit activity
- viii. Decide on the people who will monitor the benchmarks and when to do the monitoring.
- ix. Develop exit strategy budget including costs of every exit strategy as well as monitoring costs.

Recommendations for exit strategy per organizational policy

- Follow up after the exit strategy must be conducted immediately after the exit has taken place.
- All parties should be involved in the entire exit process
- Training should be conducted on the formulators of exist process to ensure that projects of organizations and communities are handed over successfully to ensure sustainability.

Conclusion

This learning outcome covered: The meaning and importance of project handover, onsite exit strategy, the meaning of project sustainability, importance of community capacity building and implementation of the exit strategy/handing over project.

Further Reading



Read more on the different exit strategies, project sustainability and effective implementation of exit strategies from: Warburton, D. (2013). Community and Sustainable Development Participation in The Future.

8.3.11.3 Self-Assessment



Written Assessment

1. Exit strategies are formulated during the onset of the project and are not reviewed again until the completion of the project.
 - a) True
 - b) False
2. _____ is a temporary activity undertaken to formulate a unique service, product or result?
 - a) Portfolio
 - b) Program
 - c) Project
 - d) Process
3. What does the process of capacity building involve?
 - a) Arrangements for the transmission of expertise, technology, funds.
 - b) Environmental operations in countries that are developed
 - c) Both a and b
 - d) None of the above
4. Which of the following is not an area that impacts community project sustainability?
 - a) Tribe
 - b) Technical skills
 - c) Community governance
 - d) Growth and engagement
5. The term sustainability refers to
 - a) Maximizing the use of resources at current or higher amounts
 - b) Keeping the human society and natural environment in a healthy functional and happy state
 - c) Focusing on the fulfilment of short term requirements
 - d) Opposing current policy changes

6. Community capacity entails the interaction of certain elements except?
 - a) Social capital
 - b) Organizational resources
 - c) Human capital
 - d) Benchmarks
7. Which one of the following is not a principle of community capacity building?
 - a) Malice
 - b) Patience
 - c) Partnership
 - d) Collective participation
8. Explore five conditions of a sustainable community development project.
9. Discuss the factors that lead to formulation of an exit strategy in community projects.
10. Elaborate five factors to be considered when formulating an exit strategy.
11. Explore five reasons why building the capacity of a community is important when handling over a project.
12. Highlight five factors that should be considered when formulating an exit strategy.

Oral Assessment

1. State one factor to consider during formulation of an exit strategy.
2. Highlight one principle of community capacity building.

Project Assessment

Formulate an exit strategy for a community project of your choice.

8.3.11.4 Tools, Equipment, Supplies and Materials

- Community structure guidelines
- Transport means
- Video cameras
- Smart phones
- Internet
- Reference material
- Projector

8.3.11.5 References



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- Magis, K. (2010). Community Resilience. An Indicator of Social Sustainability. *Society and Natural Resources*. 23(5), 401-416
- Maina, R, N. (2017). Factors Affecting Sustainability of Exit Strategies of Community Health Projects Employed by NGO's in Narok Constituency. (2011)
- Warburton, D. (2013). *Community and sustainable development: participation in the future*. Routledge.

8.3.12 Learning Outcome No 11: Carry out impact assessment

8.3.12.1 Learning Activities

Learning Outcome No 11: Carry out impact assessment		
	Learning Activities	Special Instructions
1.1 Develop impact assessment tools as per organization policy 1.2 Implement assessment tools 1.3 Identification and engagement of external assessors 1.4 Prepare report 1.5 Comparison between baseline and the impact		Classroom simulations Case studies Oral discussions

8.3.12.2 Information Sheet No8/LO11: Carry out impact assessment



Introduction

This learning outcome covers: Impact assessment tools, identification and engagement of external assessors, importance of carrying out impact assessment and report writing.

Definition of key terms

Impact assessment tools: It is a means of measuring the effectiveness of organizational activities and judging the significance of changes brought about by those activities.

External assessors: These are experts in subject area from other academic institutions nominated by the selected panel and are requested to submit a written assessment on each long listed candidate for chair appointment.

Baseline: Is the expected values or conditions against which all performances are compared; In relation to project is considered as the official end of project planning and the start of the project execution and control.

Impact: The physical force and influence or a strong effect the human have on the environment.

Content/Procedures/Methods/Illustrations

11.1 Impact assessment tools are developed as per organization policy

The impact assessment tools are means of measuring the effectiveness in organizational activities and judging the significance of changes brought about by those changes it considers the implications for people and their environment of proposed actions. The tool kit equips decision makers with information to explore policy option and build consensus with stakeholders. Impact assessment is a structured process for considering the implication for people and their environment of proposed actions while there is still an opportunity to modify or even if appropriate abandon the proposals. Is applied at all levels of decision making from policies to specific projects.

11.2 Assessment tools are implemented

Assessment tool is the instrument that is used to collect data for each outcome. They measure the achievement of one's outcome. Assessment tools are useful in that;

- i. They are costly; are effective in time and money.
- ii. They are useful in that the results provide information that can be used in making decisions to improve the community agendas.
- iii. They are reasonably, they are accurate and truthful. In, general the implementation assessment tools establish a comprehensive set of access to information implementation bench marks.
- iv. Identify the extent to which a ministry/agency has implemented it laws.
- v. Provide a reading for improvement.
- vi. They help scholars understand implementation success and challenges.

11.3 Identification and engagement of external assessors

External assessors, they are individuals of breadth and depth in experiences, particularly expertise, knowledge and qualifications. They help in creating a situation in which all candidates have an opportunity to demonstrate their knowledge and skills during the interview, ensuring most appropriate selection is made. External assessors are identified through;

- The copy list of all external assessors you need in carrying out the impact assessment keeping in mind a master of all list of external assessors added by the course coordinator, the list contains first name, last name and address.
- Use of spread sheet template produce a list of external assessors added between particular dates.
- Furthermore engagements of external assessors is important in that they are appointed by the advert of the post being drafted and is involved in every stage of appointment procedure i.e. advertising should consider all applicants for shortlisting and final appointments of all shortlisted.
- They can also be appointed after shortlisted to confine participating in final appointed panel. They are expected to play a lead part in proceedings and recommendations for appointment.

- External assessors are important in that they wield the most influence on the long success of a project as the often being the end users of customers.

11.4 Preparation of report

Report is a document that presents information in an organized format for a specific audience and purpose. There are steps to be followed during preparing a report;

- Decide on the terms of reference:** Read your instructions and any other information you have been given about the report and think about the purpose of the report; what is it about? What is exactly needed? Why is it needed? When do you need to do it?
- Plan your investigation or research, and how you will write a report; ask yourself:** What information do you need; any background reading; articles or documents needed; the need of a library for assistance; the interviewee or observe people; if data recording is necessary and how to gather data.
- Find the information:** In this stage you need to read written materials, observe people or activities, and talk to people. Ensure information got is relevant and appropriate, check the assessments and guidelines, and the marking schedule.
- Decide on the structure:** Report differs depending on: The type of the report i.e. Research report, how formal the report has to be and the length of the report.

Report structure include

- Title page
 - Executive summary
 - Contents
 - Introduction
 - Terms of reference
 - Procedure
 - Findings
 - Conclusions
 - Recommendations
 - References
 - Appendices
- Draft the first part of your report:** One should be able to draft the term of reference, procedure and findings, and start to work out what will go in the reports appendix. Finding also lies under this stage through reading, observations, interviews and investigations. In addition photos, tables/graphs are included for easier following.
 - Analyse your findings and draw conclusions:** Conclusion is the analysing and interpreting the findings one has got; i.e. what have you found; importance of the findings and what the findings suggest.

- vii. **Make recommendations:** Recommendations are what you think the problem solving and what will occur next. In recommendations one has to decide himself on; Reread the conclusion and findings, what the person who asked the report should do/not to do, include enough details for the reader to know what needs to be done and who should do. They should be written as a numbered list and from the most to least I important.
- viii. **Draft the executive summary and table of content:** Executive summary should not exceed 100 words long. It tells the reader what the report is about and summarize the recommendations.
- ix. **Comprise a reference list:** List of all sources one has referred to in the report.
- x. **Revise your draft report:** You need to check on; what you have done and what you were supposed to do; that the required sections are included and in the correct order; information is accurate with the gaps; the arguments are logical, symbols and abbreviations have been explained; diagrams, tables, graphs, and illustrations are numbered, the handwriting is clear and effective, formatting is correct and numbering and headings are consistent throughout.

Advantages of a report

- It gives consolidated and updated information.
- It gives decision making and planning.
- It spells the unknown information.
- Gives information to the community members or targeted people.
- Its permanent this information is reliable.

1.5 Comparison between baseline and the impact

- Baseline is the measure of conditions at the start of the project against which subsequent progress can be assessed. It is also the official end of project planning and the beginning of project execution and control. Therefore all projects should have baseline studies to help them set their objectives and indicators of achievements.
- Impact is the physical force, an influence or a strong effect i.e. human having on the environment.
- Baseline
- It measures the process functionality before any input change occurs.
- Allows clear measurement of the viability of an applied improvement or solution to a known problem.
- Data used as a standard for measuring future efficiency in the process to help identify any problem that occurs.

Impact

In the physical change in nature after an input. Impact can be either positive or negative depending on the assessment. In addition on the first engagement stage the

community lacked some necessities but during the interaction the necessities were accessible i.e. rate /springs.

Comparison between baseline and impact

Baseline, there is training and education in rural areas but after an impact there is increasingly in training and education in rural areas. During basement, climate change in that production of renewable energy from agriculture but after an impact climatic change increases production of renewable energy from agriculture. On the side of the soil, during baseline areas were at risk of soil erosion but after an impact there was reduction in soil erosion. During baseline there have been age structure in agriculture but after an impact there is an improvement in age structure in agriculture. The community were polluted by nitrates and pesticides during intake stage but after an impact there is reduction in pollution by nitrates and pesticides.

Conclusion

This learning outcome covered: Impact assessment tools, identification and engagement of external assessors, importance of carrying out impact assessment and report writing.

Further Reading



Read more on the history of carrying out assessment and its input from; Glasson & Therivel (2013). Introduction to environmental impact assessment.

8.3.12.3 Self-Assessment



Written Assessment

1. Which of the following are tests of impact assessment?
 - a) Procedural
 - b) Life cycle
 - c) Indices
 - d) Questionnaire
2. Who are engaged in carrying out impact assessment
 - a) External assessors
 - b) Pupils
3. External assessors should possess what level of education.
 - a) Tertiary
 - b) Primary

4. Which of the following are not tools and equipment's for research.
 - a) Tablets
 - b) Camera videos
 - c) Radio call
 - d) Geographical maps
5. What are some of the community needs?
 - a) Health care
 - b) Criminals
 - c) Access to clean water
 - d) schools
6. The following are the advantages of a report. Which one is not?
 - a) It gives decision making and planning.
 - b) It spells the unknown information.
 - c) Gives information to the community members or targeted people.
 - d) Helps in identifying the resources for grabbing
6. Illustrate the advantages of impact assessment.
7. Describe impact assessment.
8. Discuss the types of assessment tools.
9. Discuss the importance of carrying out report.
10. Discuss the difference between baseline and impact assessment.

Oral Assessment

1. Name 2 types of assessment tools.
2. Why is it important to have an interpreter in assessment impact?

Practical Assessment

In groups of ten people carry out an impact assessment on how to overcome the problem of access to clean water in your community?

8.3.12.4 Tools, Equipment, Supplies and Materials

- Map of geographical areas
- Data collection tools
- Community structure guidelines
- Transport means
- Simulated office
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders

8.3.12.5 References



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CHAPTER 9: COMMUNITY AWARENESS TRAINING AND SENSITIZATION

9.1 Introduction of the Unit of Learning/Unit of Competency

Community awareness training and sensitization is a unit of competency offered in TVET level 6 Social Work and Community Development course qualification. This unit specifies the competencies required to conduct community awareness training and sensitization. It involves identifying community awareness needs, developing sensitization partnerships and linkages and carrying out awareness outreach campaigns. It also entails evaluating community awareness and sensitization programs and documenting community awareness and sensitization programs. The significance of community awareness training and sensitization to TVET level 6 Social Work and Community Development curriculum is to equip learners with knowledge and skills to demonstrate social welfare policies, social research, legal aspects in hild welfare, statistics, economics, basic accounting and digital literacy.

The Critical aspect of competency to be covered includes; Demonstrated ability to identify strategies for creating awareness, prepare assessment tools for knowledge, attitude and practices, analyse community awareness results, identify program stakeholders, conduct meetings and formulate community awareness program, prepare reports and disseminate information, and to identify community awareness objectives. The basic resources include; work plans, meeting equipment and materials, organisation policies, board room/meeting room, fully equipped simulated meeting room and censors reports maps.

The unit of competency covers seven learning outcomes. Each of the learning outcome presents; learning activities that covers performance criteria statements, thus creating trainee's an opportunity to demonstrate competencies stipulated in the occupational standards and content in curriculum. Information sheet provides; definition of key terms, content and illustration to guide in training. The competency may be assessed through written test, demonstration, practical assignment, interview/oral questioning and case study. Self assessment is provided at the end of each learning outcome. Holistic assessment with other units relevant to the industry sector workplace and job role is recommended.

9.2 Performance Standard

Identify community awareness needs, determine community awareness programmes, develop community awareness plan, obtain resources required, develop sensitization partnerships and linkages, carryout community awareness activities, evaluate community awareness and sensitization programmes, document community awareness and sensitization programmes as per assessment tools and organization policy.

9.3 Learning Outcomes

9.3.1 List of Learning Outcomes

- a) Identify community awareness needs
- b) Determine community awareness programmes
- c) Develop community awareness plan.
- d) Obtain resources required
- e) Develop sensitization partnerships and linkages
- f) Carryout community awareness activities.
- g) Evaluate community awareness and sensitization programmes
- h) Document community awareness and sensitization programmes.

9.3.2 Learning Outcome No 1: Identify community awareness needs

9.3.2.1 Learning Activities

Learning Outcome No 1: Identify community awareness needs		
 Learning Activities	Special Instructions	
1.1 Prepare an assessment tool for knowledge, attitude and practices as per SOPs 1.2 Carry out piloting the tools as per organization policy. 1.3 Administer assessment as per SOPs 1.4 Analyse Results as per assessment tools 1.5 Document and share results are with stakeholders as per SOPs	Group discussion Case assessment study	

9.3.2.2 Information Sheet No9/LO1: Identify community awareness needs



Introduction

This learning outcome covers: Meaning of community awareness, development of assessment tool for knowledge, attitude and practices, testing and administration of the assessment tools, analysis of results and process of sharing findings with stakeholders.

Definition of key terms

Assessment tool: Is an instrument used for gathering information through data collection on each outcome on certain research done.

Community awareness: Is a state of knowing something and also the knowledge of understanding a particular thing.

Self-assessment: Is where the decision which you acquire from your outcomes should always be based on the quality of evidence that you collected.

Community needs: Is a state where a group of men and women leading a common life according to rules and regulations, understand or have knowledge towards something

Content/Procedures/Methods/Illustrations

1.1 An assessment tool for knowledge, attitude and practices is prepared as per SOPs

Development Tools of Assessment Tool of Knowledge

Knowledge: Is the understanding of any given topics in any learning outcomes.

Assessment tool of knowledge

This is done through the above ways:

- **Evaluation:** This is considering the relevant needs that are recognized in creating awareness.
- **Focus groups:** This is a technique used to help in order to access the need and feelings of participants on a particular subject
- **Program evaluation:** This is where information collected on an aspect of a program is made necessary.
- **Attitude:** This is a behaviour which is considered during a project initiation to avoid bad effects on the project.

Development attitudes assessment on identifying community awareness need

- Attitude is an example of awareness on problems that occur as a result of alcohol
- One may also make the perceptive of mobilizing on how alcohol affects people below the age of 18 years.
- Ensure that proper implications have been put in place on alcohol through the creation of rules and regulations to guide each member of a given society in large.
- Assessment of youths who are living within the community to identify those who are affected by alcohol consumption in order to be given proper education.

Developing practices assessment on identifying community assessment needs

- Education is given among different individuals to ensure every member of a given community is in a condition to know what he or she is expected to know about his own people.
- Finding of different reports among individuals on any issues that might have arisen from other community.

Testing of the assessment tools

Test Assessment-Is a technique used to carry out different outcomes in research.

It also refers to instruments which are used to collect and store data for future reference.

Methods of tools assessment

- i. Direct Assessment method: Is the demonstration of something through specific subjects, skills and quality over a certain work.
- ii. Indirect Assessment Method: Is the measure of abilities, knowledge and values based on an analysis of report perception about fieldwork.

1.2 Piloting the tools is carried out as per organization policy

Piloting Tools: Is the way in which something is projected and examined by professional people who know the way of achieving project over time in given projects in place.

Ways of piloting tools in given organization policies

- Variation of tools in every given exercise
- Strategies and implementation of certain goals in each and every project.
- Communication is always enhanced to provide certain communication to each and every person in any organization
- Ensuring that innovation is created in each and every organization

How to run a pilot test

- Set clear goals.
- Decide time to terminate.
- Select topic to carry on.
- Develop a plan for boarding.
- Create feedback.
- Address challenges on community awareness.

1.3 Assessment is administered as per SOPs

Administration tool assessment: focuses on creating awareness on certain academic support, community participation through encouragement on delivering of service which are required to achieve something better.

Skills required in assessment tool

- Adapt new technology
- Time accuracy
- Strategies plan
- Resource utilization
- Anticipate needs

Administrative assessment tools

Observation: A tool used to plan and design as it observes performance at each outcome portfolio on the way data is collected through evidence.

Log assessment tool: Helps one to have knowledge and skills to capture a wide range of evidence to assist one to cover a variety of decision which are required from the outcome and is based on the quality of evidence that is collected by an individual or group.

Self-assessment tool: Is where the decision which you acquire from your outcome is always based on the quality of evidence collected.

Methods of assessment administrative tool

- i. Thinking critically and making judgement by developing argument which are accessed through media and journal.
- ii. Solving problems and developing plan through data analysis and problem identification need awareness.
- iii. Accessing managing information through researching and organizing information.
- iv. Reformation of managing information through researching and organizing information.
- v. Communication as a way of enhancing easy researching done which enables one to get informed about something.

1.4 Analysis of results as per assessment tools

Analysis- This is the process of considering something carefully by using statistical way of data representation in order to get understanding of it in a correct way.

Ways of Analysing Results.

- Present the data on research done.
- Ensure there is quality method used to follow analysis and result.
- Follow the procedure accordingly.
- Develop recommendation based on analysis of data using identified goals as a framework.

Methods of Analysis;

- **Qualitative methods:** Refers to concepts, definition, characteristics, symbols and description of something.
- **Quantitative methods:** A systematic investigation of phenomena by collecting information.

1.5 Document and share results are with stakeholders as per SOP

Stakeholders: Any individual, group or party that has an interest in an organization and outcome of its action.

Types of stakeholders in identifying community awareness needs and their impact

- **Hospital administration:** In health sector, they actually advocate any issues that may affect the community health wise in order to avoid problems that may affect the community
- **Community health workers:** Ensure that there is proper communication on disadvantages and factors that may hinder the community.
- **Civil leaders:** Mobilize people community awareness on any arising factor that may affect the community
- **Local business leaders:** Ensure that there are proper regulations that may guide the community on any product they purchase in the community.

Impacts of stakeholders in identifying community awareness needs

- Educate the community on rising factors that may be rising in the society
- Set rules and regulations to guide the community on any issues that may have risen
- Train people through mobilization on certain projects to eradicate diseases in the society
- Ensure that there is equality on identification of community awareness

Conclusion

This learning outcome covered: Meaning of community awareness, development of assessment tool for knowledge, attitude and practices, testing of the assessment tools, administration of the assessment tools, analysis of results and process of sharing findings with stakeholders.

Further Reading



Read more on community awareness needs from Willmot, (2017). Improving U.N. Situational Awareness: Enhancing the U.N.'s Ability to Prevent and Respond to Mass Human Suffering and to Ensure the Safety and Security of Its Personnel (pp. 25-39, Rep.).

9.3.2.3 Self-Assessment



Written Assessment

1. Which one is not a community stakeholder?
 - a) Thief
 - b) Community health worker
 - c) Local health practitioner
 - d) Local business leader
2. ----- is not an assessment tool?
 - a) Observation
 - b) Prompted
 - c) Unprompted
 - d) Analytical
3. Select the correct way in which awareness needs are exercised in the community.
 - a) Abuse of a girl child
 - b) Increasing the level of poverty
 - c) Ensuring that education is equal to the society
 - d) Increase number of birth rates in the community
4. Which one is not a benefit of community awareness need?
 - a) Networking opportunities
 - b) Enhancing relationship
 - c) Building relationship amongst members
 - d) Reduction of diseases
5. Which one of the following is NOT a type of assessment need?
 - a) Formative
 - b) Confirmative
 - c) Criteria
 - d) Procedure performing
6. _____ is not an administrative tool
 - a) Self-assessment tool
 - b) Log assessment tool
 - c) Quantitative tool
 - d) Observation
7. The following are skills required in assessment tools. Which one is not?
 - a) Adapt new technology
 - b) Time accuracy
 - c) Strategies plan
 - d) Resource mobilisation

6. What do you have to provide by contacting information in order to know proper community awareness?
7. Discuss what happens after taking community awareness.
8. Clarify how you get certified on knowledge, attitude and practice.
9. Analyse factors to consider when carrying out community awareness.
10. Investigate challenges affecting community awareness program.

Oral Assessment

1. What is required to achieve projects that have not been established in your community?
2. What are the factors that affecting community-based organization in your community?

Case Study Assessment

There were different challenges that were affecting your community when you were identifying community needs awareness. Develop a strategy to eradicate these community challenges

9.3.2.4 Tools, Equipment, Supplies and Materials

- Work plans
- Meeting equipment and materials
- Board room
- Censors report maps
- Tablets
- Smart phones
- SD cards and card readers

9.3.2.5 References



- Byrne, Brien Fieding, Barnsley, Ruth Bryne O. J & Fielding, R (2000). Evaluation of program to teach phenomenon awareness to young people.
- Taylor, J., & Taggart, J. (2003). AWARENESS. In Alex and the Hobo (pp. 89-103). University of Texas Press. Retrieved February 26, 2020, from www.jstor.org/stable/10.7560/781795.8
- Willmot, H. (2017). Improving U.N. Situational Awareness: Enhancing the U.N.'s Ability to Prevent and Respond to Mass Human Suffering and to Ensure the Safety and Security of Its Personnel (pp. 25-39, Rep.). Stimson Center. Retrieved February 26, 2020, from www.jstor.org/stable/resrep10929.8

9.3.3 Learning Outcome No 2: Determine community awareness program

9.3.3.1 Learning Activities

Learning Outcome No 2: Determine community awareness program		
 Learning Activities	Special Instructions	
2.1 Identify relevant program stakeholders as per organization policy	Demonstrations	
2.2 Conduct meetings to formulate the program as per organization policy	Illustrations	
2.3 Document formulated program as per organization policy	Discussion	
2.4 Prepare a report as per organization policy		

9.3.3.2 Information Sheet No9/LO2: Determine community awareness program



Introduction

This learning outcome covers: Importance of community participation in awareness program, program formulation meetings with community stakeholders, documentation of formulated program and report writing on community awareness program.

Definition of key terms

Awareness: The knowledge or perception of a solution or a fact.

Community stakeholders: The people, groups, organizations or businesses that have interest or concern in the community.

Report: It is a document that presents information in an organized format for a specific audience and purpose.

Content/Procedures/Methods/Illustrations

2.1 Relevant program stakeholders are identified as per organization policy

Program stakeholders are the people or organizations interested in the program, interested in the results of the evaluation and with a stake in what will be done with the results of the evaluation. Stakeholders can affect or be affected by the organizations actions, objectives and policies. Stakeholders can be internal or external. Internal stakeholders are people whose interest in a country comes through a direct relationship i.e. employment, ownership or investment. External stakeholders are those people who do not directly work with a company but are affected in some way by the actions and outcomes of said programs, business, suppliers, creditors and public groups are all considered as external stakeholders.

How stakeholders are identified

Stakeholders are identified as individuals who may be affected by the outcome of the project. The term identify stakeholders is a process of identifying the individuals as groups that can impact or will be affected by the decision or outcome of a particular project. The benefit of this process is that it allows the project manager to determine the right amount of focus given to each individual. This is to help project managers mitigate the impact to the stake holders and the vice versa during the entire project.

To identify the stakeholders, the manager uses;

- i. Procurement documents
- ii. Project charter
- iii. All the enterprise environmental factors
- iv. Contract documents
- v. Interview the experts
- vi. Brainstorming sessions

Problems with stakeholders

A common problem that arises with having numerous stakeholders in an enterprise is their various self-interests in an enterprise. Their various self-interests may not all be aligned and in fact they may be in conflict. Examples of program stakeholders are;

- Creditors.
- Direct employees.
- Government and its agencies.
- Suppliers.
- Unions and the community from which the business draws its resources.

Importance of stakeholders

- The stakeholders usually have an in depth understanding of a company's or organization goal and objectives and can succinctly communicate those messages better than someone without the inside knowledge.
- Financially benefits a business with an engaged community as stakeholders will reap financial benefits from these relationships.

Importance of participating in community awareness programs

- It helps the members become more aware of their surroundings
- It helps them to identify the needs and they are propelled to work towards them.
- It involves the members in the decision-making process with their leaders.

The following documents and techniques will help find the stakeholders

- i. **Project charter:** This document contains high-level information of the clients, project manager and other influential stakeholders.
- ii. **Brainstorming sessions:** One can use this method to identify stakeholders like asking questions e.g. who wants to complete the project successfully.
- iii. **Interview with the experts:** One can interview the influential stakeholders by asking them open-ended questions.

2.2 Meetings to formulate the programs are conducted as per organization policy

Formulating the program is an action of creating or preparing the community awareness program.

Steps involved in the formulation of the programs

- i. **Mobilization and orientation:** This is carried out through a series of both formal and informal meetings. A preliminary visit for decision making and technical personnel may be arranged to discuss the advantages of the program followed by an introduction of the program to political, government and inter sectorial decision makers. This is aimed at seeking the general consensus by the authorities.
- ii. **Approval and Planning:** Subsequent to the consensus by the authorities, formal approval and agreement will be required. The necessary authority will issue a letter of a contract that may be signed.
- iii. **Mobilization of resources:** Approval of program implementation and allocation of funds follows the allocation of funds and finally the initiation of program activities.
- iv. **Organization setup:** The organization sets up a survey and the survey is conducted in each area.
- v. **Financial management:** A principal fund account is opened by a revolving fund account then the community development funds.
- vi. **Information and monitoring:** Supervision and monitoring are necessary to assess the programs process and achievement towards the determined goals.
- vii. **Evaluation:** It is a process performed by independent persons after a period to sufficient by assessing the efficiency and impact of the local profiles.

Importance of formulating community awareness program

- It helps in promoting awareness on different issues to the locals.
- An organization is able to plan itself well before conducting the programs.
- It is a healthy way to give back to the community through means of educating them on the different matters that affect them

2.3 How are formulate programs documented

Formulated programs are programs that have already been developed and are ready for documentation. It depends on how the organisation documents its programs. It can be hardware or software.

If it is software, the organisation will;

- i. Create an outline for the software requirements specifications
- ii. Start with a purpose
- iii. Give an overview of what it will build
- iv. Detail your specific requirements
- v. Get approval for the SRC

Formulated programs are documented as per organization policy.

Documentation is the information that describes a product for its users and is the material that provides official information or evidence of the product that it serves to the community. The community awareness program can either be written, printed or stored in an electronic device that provides information depending on the available resources.

Importance of documentation

- It helps assure continuity of care.
- It helps track the progress in addressing the thought processes and the unhealthy behaviours
- It helps to assist the clients in subsequent care.
- It may help practitioners in down lining the proper information to the clients.
- It helps identify patterns and track the progress. This is important in identifying any risks that may be a hindrance to the progress the program it intends to achieve.
- It helps support any proper treatment plans and reasoning for such services.
- It is the only long-term way to ensure quality care is achieved and it is constantly improved.

Documentation can take the following forms depending on the choice of the individual, or the community or the organization

- Electrical
- Written

2.4 A report is prepared as per organization policy

A report is an account given of a particular matter especially in the form of an official document often through investigation or consideration by an appointed person or a body.

The steps involved in writing reports are:

- i. Logical analysis of the subject data
- ii. Preparation of the final outline
- iii. Preparation of the rough draft
- iv. Re-writing and polishing
- v. Preparation of the final bibliography and then writing the final draft

Types of reports

Type 1: It provides information on a topic and gives a brief conclusion or summary at the end. Example is a report on the education system in a particular country written to help someone research on the subject.

Type 2: It sets out to identify strengths and weaknesses in a particular situation and make recommendations for improvement. Example is a report on the library facilities in a college written at the request of the principal.

Elements of a good report

A good report should comprise of the following elements:

- Title page
- Executive summary: Outlines a brief summary of the report
- An introduction: Describes the content and the background
- Findings that form the main body of the report
- Conclusion: Identifies major issues handled in the research
- Recommendations: Describes what else should be handled or researched
- References: Citations of the various books used to ingather the data

Conclusion

This learning outcome covered: The importance of community participation in awareness program, program formulation meetings with community stakeholders, documentation of formulated program and report writing on community awareness programs.

Further Reading

1. Read on stakeholders from *Role of stakeholders*, by Oliver F (2000).
2. Study more on community based initiative from *Steps for establishing model areas for community based initiative* by Who (2003).

9.3.3.3 Self-Assessment



Written Assessment

1. Is a preparatory survey team necessary when formulating community awareness program?
 - a) Yes
 - b) No
2. Which one is not included in a report?
 - a) Recommendation
 - b) Introduction
 - c) Executive summary
 - d) Implementation
3. The following are documents used in identifying stakeholders. Which one among them is not?
 - a) Project charter
 - b) Brainstorming
 - c) Interview with the experts
 - d) Invoices
4. What are the four types of stakeholders?
 - a) Customers
 - b) Employees
 - c) Governments
 - d) Communities
5. Is the documentation of a community awareness program necessary?
 - a) Yes
 - b) No
6. The following are principles of stakeholders. Which one is not?
 - a) Transparency
 - b) Accountability
 - c) Fairness
 - d) All of the above
7. When designing a community awareness program is it necessary to conduct a fundraising?
 - a) Yes
 - b) No
8. Elaborate how community participation is in community awareness program.
9. Examine the importance of community participation in community awareness program.
10. Evaluate the roles of community members in community awareness program.
11. Analyse the necessity of a community awareness program.

12. Elaborate how a survey team relates to formation of a community awareness program.
13. Justify the importance of a report in a community awareness program.

Oral Assessment

1. Does community awareness program encourage one to spy on their neighbours?
2. Are all the members involved and educated about the program?

Case Study Assessment

Members of Yule community used to strike occasionally at their community centre; because their elders used to conduct meetings while they were absent and that those meetings would affect them in one way or another. It was soon discovered that only few people were involved in the decision-making process instead of the whole community members. There was also lack of correct proper communication channels.

9.3.3.4 Tools, Equipment, Supplies and Materials

- Work plans
- Meeting equipment and materials
- Tablets
- Smartphones
- Hub planned
- SD card readers

9.3.3.5 References



Olivier Fremond. (2000). *Role of Stakeholders*, UK, Nairobi, Luta publishers

Rick Landee (1997). *A Handbook for Community Awareness*. America Chackmaek Books

WHO (2003). *8 Steps for Establishing Model Areas for Community Based Initiatives*.

9.3.4 Learning Outcome No 3: Develop community awareness

9.3.4.1 Learning Activities

Learning Outcome No 3: Develop community awareness		
 Learning Activities	Special Instructions	
3.1 Identify community awareness objectives as per organization policy	Discussions/lecture/ Informal	
3.2 Develop activities as per the set objectives		
3.3 Determine resources needed as per organization policy		
3.4 Develop timeframe as per organization policy		

9.3.4.2 Information Sheet No9/LO3: Develop community awareness



Introduction

This learning outcome covers: Importance of a community awareness plan, how the objectives of a community awareness program are formulated, how the resources needed are identified and how time is allocated for those activities.

Definition of key terms

Awareness: Is the knowledge of a situation or a fact: it's a well-informed interest in a particular situation.

Community Awareness Program: Is an interactive program that is focused on increasing community awareness on issues pertaining their lives especially those that have a huge impact locally or nationally

Resource: Is a productive factor used to accomplish an activity.

Content/Procedures/Methods/Illustrations

3.1 Community awareness objectives are identified as per organization policy

Community awareness has its focus on issues such as chronic diseases, injury and violence prevention, mental illness, oral health, drug and substance abuse, nutrition and lifestyle habits that are detrimental to health. It plays a major role in improving health, enhancing the quality of life and preventing diseases and injuries. The settings often targeted schools, workplaces, health care facilities and the communities. These settings provide an opportunity to reach all persons existing in all these structures. This often have an advantage of maximizing on the impact and often reduces time and the resources necessary for such a development.

Objectives of a community awareness programs are:

- **Creating an awareness among the people:** People are made aware of the various problems that are present in their communities, the information provides them with the knowledge on how to deal with the common problems.
- **Changing people's thinking on various issues:** These programs aim at creating a positive thinking on the people. For example, awareness programs on snakebites change people's perspectives on the myths and misconceptions they might have on that issue.
- **Developing all angles is a core objective of the community awareness programs:** These programs are all round; interested in all aspects of the community, the development in education, health, recreation and employment is a major concern, these programs seek to improve the livelihood of people.
- **Providing equality to all people:** This is by providing equal chances and opportunities by allocating those resources that they can all access.
- **Motivating people:** the programs also serve as a motivation tool that is aimed at betterment of humanity
- **Improved living standards:** They are made aware of what resources are at their disposal and how they could use them to improve their lives.

These programs are also aimed at bringing a change to the community in matters of eradicating the social ills that form the basis of the social disorder that exists in the community. They inform the public on better ways of solving disputes so as to amicably arrive at solutions. The programs are also aimed at solving some common community problems for instance the problems may be solved by; for example, requesting the government to give a helping hand in development and growth e.g. by issuing them with grants, bursaries.

Importance of community awareness programs

- They develop an increased sense of social responsibility.
- They improve communication: personal level and global level.
- These activities help in building relationships and social connectedness.
- It helps people realize the resources that are at their disposal and how they can effectively utilize them for their benefits.
- They create a networking platform

For a community awareness plan/program to be successful the following guidelines must be followed:

- **Setting of objectives:** The short and long-term objectives would help realize and establish realistic goals of the program.
- **Identifying of the target group:** This can be done by exploratory research that would help realize the needs of the target group and help select the most relevant approach to address these needs.

- **Identifying tools and channels:** These tools would come in handy in the development of the activities: example of such a tool could be an outline tool. Also, the community can be encouraged to share their experiences and this would be helpful in knowing how best to conduct the program.
- **Identifying partners and potential collaborators:** They help in funding and complementing the awareness program materials
- **Identifying funding sources:** This also comes to bring our attention to how the pooling of resources can be done to help minimize on the costs.

The objectives of community awareness programs are identified based on factors like:

- The emerging need that needs to be addressed.
- The available resources.
- The size of the community.
- The goal of the awareness plan.

3.2 Activities are developed as per the set objectives

These activities are designed to benefit the community members as per the set objectives; the activities could be aimed at a means of support not for institutions or even support work of a global kind. They are aimed at promoting environmental awareness or even assisting others.

Examples of some common activities are:

- School programs: include non-credit helping of such curricular activities e.g. drama, music or offering an assisting hand in ushering, Parents' Day and so on.
- Fundraising, includes gala events, canvassing that are aimed at raising a given sum of money.
- Community projects that could incorporate the support services for community groups.
- Environmental projects that include activities like tree planting exercise, recycling activities, beautification activities, clean up etc.
- Youth programs, that could entail working to help run programs e.g. after school programs, training in leaders, drop in centres.
- Work with animals; involvement with animals' care, a work at a local zoo.
- Activities with individuals; e.g. tutoring, helping the seniors, transcribing.
- Arts and culture; include assisting at a gallery.
- Job shadowing.
- Court ordered community service program.

Criteria for developing activities focuses on;

- The kind of impact they ought to give.
- The type of skills needed to be gained.
- The available persons to conduct these activities.

Considerations done when developing activities include;

- Looking over the interests to ascertain which one is more appealing.
- Figuring out the timeframe you could use to participate in the programs.
- Feasibility study and researching on the workable programs in the community.
- Spearheading the agreed activities.

3.3 Resources needed are determined as per organization policy

Resources that are useful in community awareness are:

- **The training materials:** This focuses our attention on publications, charts, pamphlets, brochures that could be useful to pass the message to the community. These materials should be tailored to the unique needs of the community that is being served
- **Supplies:** Such as brochures could help serve as reference materials.
- **Space:** Is a very core component in CAP (community awareness program): one needs to know if the space has enough capacity to accommodate people targeted by the program?
- **Transportation:** How will you transport your materials or your resource persons to the area where the awareness will be conducted?
- **Permissions:** E.g. programs that provide an awareness e.g. dental hygiene needs to secure permissions from the school and from the parents of those children
- **Note:** These resources are adopted based on the goals of the community awareness goals, scope and organization policy

Potential partners for community awareness programs include;

- Public health organizations.
- Volunteer groups.
- Local hospitals.
- University and colleges.
- Health and dental plans (awareness on oral hygiene).

It is important to note that at times the policy can change so as to increase the involvement so as to ensure all the goals are met and the results are satisfactory.

- **Technology is also an important resource and cannot be left out:** It is through technology that the information is disseminated through the use of tools like; desktops, projectors, films all aimed at creating awareness to the people.

3.4 Timeframe is developed as per organization policy

A time frame is a specified period of time in which something occurs or is planned to occur. It is a period of time in respect to some action or activity projected to take /should take place. It can also mean the scheduled time when events should occur.

In community awareness programs, a timeframe is very core.

It is important in the following ways:

- It helps to fulfil more tasks in less time.
- It helps in keeping track of what is happening at the moment.

Details captured in a timeframe:

- The list of the tasks to be completed.
- The dates on which the tasks need to be complete.
- The expected duration of each task.
- Dependencies between tasks.

Timeframes are often developed based on a work breakdown structure that defines the organization plan. The structure lists down all the variables and products that need to be completed. They are often completed only when the deadlines and the resource requirements have been defined.

They are then distributed to the individual members of the organization.

It is important to note that these timeframes are frequently revised due to the emerging change in priorities and the new requirements that are really usually added to the scope.

Importance of a timeframe

- It gives a clear picture and communicates clearly the important milestones or tasks the program should undertake
- It states clearly the important variables and milestones in a systematic manner.
- It identifies any deviations from the original plan as stated by the policy.
- It visualizes important project actions, stipulates the deadlines and highlights the major events expected by the programs.

Conclusion

This learning outcome covered importance of a community awareness plan, formulation of community awareness programme objectives, community awareness programme activities, identification of resources for planned activities, time allocation for planned activities, matching resources with sources and factors to consider.

Further Reading



Read More on Community Awareness Guidelines from:

1. Hosa future health professional (August 2019) *Community awareness guidelines*.
2. Stone Fakausi & Pelenatite Kara, SPREP. *Community awareness, engagement and participatory workshop report*,

9.3.4.3 Self-Assessment



Written Assessment

1. The following resources are useful in community awareness program. Which among them is not?
 - a) Space
 - b) Vehicles
 - c) Boardroom
 - d) Capital
2. The CAP (Community Awareness Programme) is mandated to perform all the following except?
 - a) Achieving a better quality of life
 - b) Promoting equity
 - c) Improving lives
 - d) Mobilizing people to hold demonstrations
3. A time frame has all the following except?
 - a) Dependencies on tasks
 - b) Expected working day
 - c) Individuals performing specific task
4. Who among the following do not fall among the category of potentials partners in CAPs?
 - a) Local hospitals
 - b) Non-governmental organizations
 - c) Schools
 - d) Volunteer groups such as red cross associations
5. Which among the following is not a key criterion considered while developing activities of community awareness program?
 - a) The impact it should give
 - b) Available personnel
 - c) Expertise and knowledge that the CAP entails
 - d) The geographical location of the area conducting the CAP

6. Technology is an important resource in CAP.
 - a) True
 - b) False
7. The community has to grant permission the team planning to conduct an awareness program in the area.
 - a) True
 - b) False
8. Justify the statement; “Community awareness programs are important”
9. Briefly describe job shadowing process as an activity in community awareness program.
10. Highlight 2 settings often targeted by community awareness programs.
11. Elaborate on the key guidelines that must be met for a CAP to be successful.
12. Describe some importance of conducting CAPs in communities.

Oral Assessment

1. Do you think the rising cases of depression among the young persons need a community awareness initiative program?
2. How community awareness has programs benefitted persons living with disabilities.

Case Study Assessment

A case study should be conducted to ascertain whether the community awareness programs has helped alleviate cases of early marriages among the Maasai and Turkana girls.

9.3.4.4 Tools, Equipment, Supplies and Material

- Work plans
- Brochures and pamphlets
- Charts
- Projectors
- Flash drive

9.3.5.5 References



- Laura Masiuliene (1999). The Key features of successful awareness programs
- Melinda Stafford (2012). Raising Awareness of assistive technology in order adults through a community based, cooperative extension program, Eric Publishers
- Meyer, K. E., & Tran, Y. T. T. (2006). Market penetration and acquisition strategies for emerging economies. Long range planning, 39(2), 177-197.

9.3.5 Learning Outcome No 4: Obtain resources required

9.3.5.1 Learning Activities

Learning Outcome No 4: Obtain resources required		
 Learning Activities	Special Instructions	
4.1 Identify available resources and resource gaps as per organization policy	Group discussions Group Activity	
4.2 Mobilize Resources to implement the plan as per organization policy	Power point presentations	
4.3 Allocate Resources are allocated		

9.3.5.2 Information Sheet No9/LO4: Obtain resources required



Introduction

This learning outcome covers: Establishment of available resources and resource gaps, mobilization of required resources for the community awareness program and resource allocation.

Definition of key terms

Resources: These are supplies from which a benefit is produced and that have some utility. They are also inputs that are used in the activities of a program.

Mobilization of resources: This is the process by which resources are solicited by the program and provided by donors and partners.

Community awareness program: It is a free interactive program designed to provide citizens with the basic tools needed to recognize and help prevent criminal activities within the community.

Content/Procedures/Methods/Illustrations

4.1 Available resources and resource gaps are identified as per organization policy

What is a resource gap?

It is the difference between which an organization has in supply and what it actually requires in order to achieve its goals and objectives.

How to identify a resource gap?

A resource gap analysis is a very useful tool in this process as it helps the organizations to examine how their current resource levels including time, money and human resources are helping it meet its goals.

Advantages of Resource gap analysis

- Helps in identification of areas where more supplies are needed to help improve productivity e.g. human resources, money and time.
- Helps the organization in coming up with a list of the things that need to be fixed in order to improve performance.

Disadvantages of Resource gap analysis

- The process requires time and does not always end with the first analysis.
- It's labour intensive since it must be an on-going and regularly reviewed process

What are the steps followed in conducting a gap analysis?

- Identify the current state of the organization:** This is done by establishing what the organization wants to achieve which is its potential versus the actual performance e.g. if an organization wants to make sales of 30% every year and is currently making sales of 2%, there is need to establish why the sales are low.
- Identify where the organization wants to be:** This is a future target in which the organization desires to achieve. After identifying to current state of the organization, then the one needs to know what to do in order to achieve the desired targets.

The following is a representation of the current state and the future state

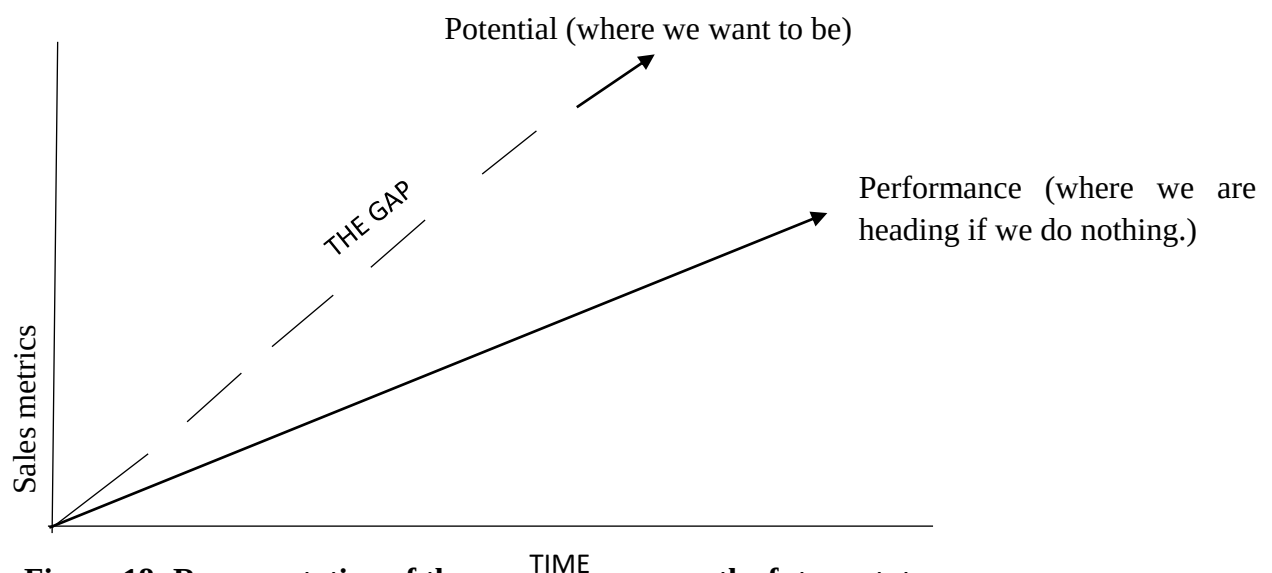


Figure 18: Representation of the cu ^{TIME} **the future state**

The illustration shows the gap or the difference between where we are (current state) and where we want to be (picture state)

c) Identify the gaps in the organization

After establishing the current state and the future state the organization works towards bridging the gap. When bridging the gap one should be specific about the gap and determine why the gap is there.

d) Devise improvements to close the gaps in the organization

Once the reason for the gap is known, one starts to figure out the proper course of action to close it.

How to identify available resources for the community awareness program

This is done by taking a look of all the available supplies while thinking of what one requires in order to accomplish their goal.

The following are some of the resources to consider.

- i. Feasibility:** This is where an organization ask questions like this project achievable? Do we have the training required to undertake the project? Does the political and social climate in the country support the project? Are the key people supportive of the project? While answering these questions, one needs to be honest in order to make plans on how to overcome the barriers anticipated.
- ii. Time:** In order to accomplish a task, time is a valuable asset in the process. One needs to know the amount of time needed to complete the project and whether that time is available.
- iii. Funding:** Any project requires money for its successful completion one needs to assess whether they have enough money and explore more ways of funding the project.
- iv. Costs:** The amount of money expected to be used in the project and whether the tools and equipment needed are costly to acquire.

4.4 Resources to implement the plan are mobilized as per organization policy

What is resource mobilization?

This is a process of involving all activities in securing new and additional resources for an organization. It also involves making better use of maximizing, existing resources.

Importance of resource mobilization

- In order to stay in business, organizations should be in business of generating new business.
- It ensures that the organization continues to providing service to the clients.
- Helps in supporting the sustainability of the organization.
- Helps in the improvement of products and services provided by the organization.

What is plan implementation?

This is the process of turning strategies and policies into actions in order for an organization to achieve its goals and objectives. Turning documents into business growth through action.

What is the process of plan implementation?

- i. **Evaluate the plan:** The organization needs to know and understand to plan in order to highlight the elements of the plan that could be challenging. Identification of unrealistic plans is necessary at this stage. The cost of the plan in terms of time and money should also be considered.
- ii. **Create a vision for implementing the plan:** The organization needs to establish a clear image of what is intended to be accomplished. The vision could be a step by step process or an outline of items that need to be completed.
- iii. **Select team members to help in the implementation of the plan:** These members should be competent and there should be a team leader who assist in addressing problems as they arise.
- iv. **Schedule meetings to talk about progress reports:** The meetings are aimed at presenting the goals and objectives in order for the team to know what has been achieved during the process. There should be reward system throughout the process to recognize success of the process.
- v. **Involve the upper management where appropriate:** This should be done by means of providing reports on the progress of the process. This makes them a part of the process thus enabling them to address issues as they arise.

4.5 Resources are allocated

What are resources in an organization?

These are all valuable assets and supplies that assist in the realization of the organizations goals for example money, stationery, human resources, time and equipment.

How are resources important to an organization?

- Ensures efficiency in the operations of the organization.
- Helps in building and maintaining a good corporate image of the organization.
- Reduces staff turn-over.
- Improves morale and motivation of the employees.
- Helps in planning and implementation of strategies in the organization.
- Improved profits due to high productivity,
- Helps the organization in saving time consumed in hiring new staff.

Why is resource management important?

It ensures effective and efficient deployment of an organization's resources when they are needed.

What is resource allocation?

This is a process in which the organization decides where to place the supplies which are scarce in the organization e.g. If a department has shortage of staff, the allocation is considered.

How to create an effective resource allocation process?

- i. Knowing when to say no:** Effective project management is the knowing to point at which projects need to make the best use of the resources they have. A resource management software helps in giving an overview of how resources are distributed and where there are over or under allocations.
- ii. Gathering the right information:** In order to make good resource allocation decisions, gathering and recording as much information as possible is essential.
- iii. Effectively visualize data:** Project managers make informed decisions quickly when effective data is visualized effectively.
- iv. Effective resource levelling:** Resource levelling is when resources are diverted from one project to where they could be better used. It is a complex process that should be done carefully, for example diverting budgets or staff from project is risky especially if the situation changes again down the line and requires money and manpower to operate.

How to ensure an effective resource allocation?

This can be done possible by a resource management software. This software uses sophisticated algorithms to measure the knock-on effects of every decision made in a function. The software achieves the crucial optimal balance of resource allocation across multiple complex projects.

Criteria used by organisations in resource allocation

- Is the proposed investment or allocation consistent with the strategic directions and to program planning advisory committee?
- Is the proposed investment or allocation likely to make a significant impact?
- Will the proposed investment or allocation build on the strengths of the organization?
- Does the proposed investment or allocation develop capability to address high priority programmatic areas or critical programmatic goals in emerging areas?
- Does the proposed investment or allocation strengthen the research- extension continuum?
- Has recommended programming been developed with input from stakeholders?

Conclusion

This learning outcome covered: Establishment of available resources and resource gaps, mobilization of required resources for the community awareness program and resource allocation.

Further Reading



Read more on resource allocation problems: Katoh & Ibaraki (1998). Resource allocation problems. In Handbook of combinatorial optimization (pp. 905-1006).

9.3.5.3 Self-Assessment



Written Assessment

1. Resource management software is used to ensure effectiveness in resource allocation.
 - a) True
 - b) False
2. The following are examples of resources in an organization except one. Which one?
 - a) Time
 - b) Human resources
 - c) Finance resources
 - d) Resource management software
3. Resource gap is the difference between where an organization is and where it wants to go in terms of goal attainment.
 - a) True
 - b) False
4. Planning assist in the resource mobilization and allocation in an organization
 - a) True
 - b) False
5. CAP means?
 - a) Culture and plans
 - b) Community awareness program
 - c) Control and process
 - d) Control and program

6. Resource allocation is a process of deciding where to place scarce resources in an organization.
 - a) True
 - b) False
7. Resource mobilization is?
 - a) A process
 - b) A function
 - c) A plan
 - d) A program
8. Describe how an effective resource allocation is achieved.
9. Explain how one can identify a resource gap.
10. Discuss Community Awareness Program (CAP)
11. Identify the steps followed when conducting a gap analysis.
12. Describe the process of a plan implementation.

Oral assessment

1. What is the major importance of resource allocation?
2. How are resource gaps identified?

Practical Assessment

With the use of a resource management software, come up with an effective resource allocation plan

9.3.5.4 Tools, Equipment, Supplies and Materials

- Work plans
- Meeting equipment and materials
- Board room
- Censors report maps
- Tablets
- Computers
- Smart phones
- SD cards and card readers

9.3.5.5 References



- K. Ganesh, R. M. (2015). *resource allocation problems in supply chains* . india: national institute of technology.
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9.3.6 Learning Outcome No 5: Develop sensitization partnerships and linkages.

9.3.6.1 Learning Activities

Learning Outcome No 5: Develop sensitization partnerships and linkages.		
 Learning Activities	Special Instructions	
5.1 Carry out identification of relevant mobilization partners as per organization policy	Illustrations	
5.2 Establish and strengthen community collaborating networks as per organization policy (Mapping of community sensitization partners, Directory of partners and Establishment of management and coordination mechanisms)	Demonstrations Discussions	
5.3 Conduct Planning and review meetings as per organization policy (Development of terms of reference for the partners, partners periodic planning meetings and partners periodic review meetings)		

9.3.6.2 Information SheetNo9LO5: Develop sensitization partnerships and linkages.



Introduction

This learning outcome cover: Meaning and importance of partnerships and linkages, identification process of relevant partners, establishment of collaborative networks, planning and review meeting with partners.

Definition of key terms

Collaboration of network: This basically means bringing together entities whether organizations or groups of people who are diverse in their geographical locations, with different cultures and operating in different environments.

Linkages: refer to connections built on free relationships and interactions between departments or organizations.

Planning and review meetings: these refer to meetings within an organisation that help in creating a plan towards achieving an organisation's goals and objectives as well as assessing the ongoing progress of an organisation against the expected ideal performance.

Content/Procedures/Methods/Illustrations

5.1 Identification of relevant mobilization partners is carried out as per organization policy

Mobilization partners refers to partners with people or organizations who have built relationships based on trust and mutual accountability with an aim of bringing in resources in order to aid in the achievement of an organizations goals and objectives

Mobilization partners bring in new resources to an organization or add to existing resources.

Characteristics of good mobilization partners

- **Mutual respect:** Partners should acknowledge and respect values, skills, knowledge and responsibility of one another.
- **Integrity:** Good mobilization partners should hold high degrees of integrity. This means they should understand and respect an organizations independence
- **Be fair:** Good mobilization officers should not feel prevented from entering into partnership with other people or organizations. Their right to negotiate should also be respected.
- **Transparency:** A good mobilization partners should be honest with the information they give on what the partnership entails. All the relevant information should be declared and a transparent mobilization partner should not deliberately withhold information so as gain unfair advantage.
- **Accountability:** Mobilization partners should be accountable in the usage of resources. Resources should be used efficiently in order to achieve an organizational goals and objectives. Accountability reduces entire wastage and losses.
- **Mutual benefit:** Mobilization partners should make sure that all partners are benefiting through increased efficiency in how work is done as well as achievement of relevant set goals and objectives
- **Confidentiality:** Mobilization partners should be very discreet with information relating to partnership and should under no circumstance use this information outside activities of partnership.
- **Ethical:** A good mobilization partner should uphold the highest standard of professionalism behaviour. This helps in eliminating conflicts of interest in the near future.

Importance of mobilization partners

- Existence of mobilization partners ensures that an organization continues to provide the necessary services/products to clients without failure. This is because mobilization partners will always bring in resources that ensure efficiency in service delivery thus meeting an organizational set goals.
- Mobilization partners ensure that continuous improvement in the service delivery within an organization. They also help in improving product quality. This happens as they continue bringing in more resources whether in terms of finances

or non-financial. The demand for accountability also ensures effectiveness and efficiency.

- Mobilization partners helps in the sustainability of an organization. With all the resources flowing from partners an organization is able to meet current and anticipated needs of its clients. Accountability and transparency promote good management and also create conducive working environment for its staff.

Challenges in identification of relevant mobilization partners

- **Unfriendly political environment:** Sometimes government processes make it very difficult for potential mobilization partners and relevant organizations to comply. There is a lot of bureaucracy involved that ends up being a hindrance towards building effective partnership
- **Lack of capacity:** Sometimes gaining valuable mobilization partners requires a lot of lobbying and setting the companies ideas to the potential mobilization partners. Organizations lack adequate or well skilled human resource to carry out these processes successfully.
- **Lack of accountability and transparency:** Mobilization partners' emphasis on accountability and transparency from the organization. If they lack proper systems to ensure this accountability and transparency, then they miss on finding out on relevant mobilization partners. This is because mobilization partners will demand evidence of accountability
- **Lack of awareness on available opportunities:** Organizations fail to identify existing opportunities to identify relevant mobilization partners, because of lack of knowledge. This makes them miss out on opportunities that would be beneficial to them.
- **A successful mobilization partner identification process takes a lot of work and time:** This may be a hindrance for an organization to participate in.

Process of identifying relevant mobilization partners

- i. **Have sufficient knowledge about the partners:** Make sure that yours and your partner interest do not conflict. Know the areas where you have similar interests and where you may have differences. An organization should make sure that they are transparent with the information they give at this stage where trust is built.
- ii. **All partners should have adequate knowledge:** Pertains to partnerships as well as the necessary skills to ensure that the process is successfully completed. In this stage you can bring outsiders who are partnership specialists as this would make the process more efficient.
- iii. **Ensure that you establish clear partnership goals and objectives that will in return deliver results:** The objectives set should ensure mutual benefit and value addition to the partners involved. The success of partnership should be demonstrated through consistent monitoring of the track progress
- iv. **Coming up with partnership agreement:** This should clearly define the roles and responsibilities of each partner. The objective and goals should also be clearly

stated as they provide an effective decision making structure. A well stated partnership agreement results to efficient partnership.

- v. **Continue building relationship with partners as you continue to grow together over time:** The more a partnership grows the more trust is built and thus there is potential to engage in greater plans
- vi. **Build strong commitment towards one another:** Since a partnership is centred on mutual benefit, ensure that the partnership adds value to those involved
- vii. **Build high quality project management:** A partnership should bring in results, these results should be measurable, tangible and practical.
- viii. **Build relationship based on mutual respect, transparency and fairness:** This makes sure that issues arising can be dealt with before escalating.
- ix. **Maintaining good communication:** A strong communication network within partnership ensures that issues are addressed effectively. Strong communication also helps in motivating through sharing success stories
- x. **Keep doing regular reviews:** This includes ensuring that value is received by all involved partners. This is an effective way to make sure that the partnership meets its objectives. Where weaknesses are identified, adjustments are made accordingly.

5.2 Community collaborating networks are established and strengthened as per organization policy

Community collaborating networks refers to the strategy put in place to bring people, agencies, organizations and community members together with an aim of creating a support filled atmosphere. To bring solutions to current or anticipated problems that cannot be adequately dealt with by one group. Community collaborating networks increase capacity, efficiency as well as bring tangible results to organizations.

Benefits of establishing and strengthening community collaborating networks

- There is access to additional resources such as skills.
- There is wider knowledge of client needs and thus the client needs are efficiently met. Service equality is therefore maintained.
- There is access to timely and up to date information. This comes from people's ideas.
- There is extra support from the community for struggling organizations. This is through availability of human resource which would bring diverse skills.
- Networking: Networking between an organization and community ensures that the organization brand is made aware by being involved with the community.

Ways of establishing and strengthening community collaborating networks

- **Having clear vision and mission:** In order to establish and strengthen community collaborating networks, make sure that the goals, aims and objectives are clearly outlined

- **Have an action plan:** An organization should make sure that they have a plan on how the collaborating process will be carried out effectively
- **Ensure that there is good leadership:** If an organization lacks strong and focused leadership, then the collaborating network becomes very difficult to achieve
- **Have adequate resources for community mobilizers:** Make sure that you have enough resources such as finances to keep the staff motivated
- **Gather and document – The collaborating network process:** this outlines the history, progress and future objectives intended to be met by the process
- **Have adequate technical assistance:** This refers to providing all the necessary support in order to ensure that the process is effective. This can be in form of finance, human resource, and many more. Any additional skills would be very helpful
- **Promote the organizations image:** The organization should be well known and positively embraced within the community. The community should be aware of what the organization stands for.
- **Encouraging feedback:** Any ideas or suggestions from the community should be seriously put into consideration. Views should be shared among all stakeholders to improve service delivery.

Barriers to establishing and strengthen community collaborating networks

- **Delayed decision making:** Since many people are involved, the decision progress is likely to be long as there is a need for a highly consultative process before a decision is made.
- **Different mind-set may bring a conflict of interest:** This happens especially when some group members feel their ideas are not incorporated
- **Different knowledge levels:** Dealing with a wide community brings about challenges due to knowledge gaps. Many community members may not be familiar with the subject matter, product or service offered by an organization.
- **Establishing and strengthening effective community collaborating network is a vigorous process that is also time consuming:** This may be a huge barrier that would discourage any organization.

5.3 Planning and review meetings are conducted as per organization policy

These refer to regularly held meetings whose goal is to bring together members and partners of an organization with an aim of assessing progress in an organization. Planning and review meetings ensure that all parties are on course towards the achievement of organizational goals and objectives

Benefits/purpose of planning and review meetings

- **Ideas are generated and developed:** Every person present in a meeting has an opportunity to present their ideas that is possible can be incorporated. This provides opportunities for improvements.
- **It is a problem solving tool:** Issues are addressed as they come up and everyone can participate in brainstorming possible solutions.
- **Effective decision making:** This brings forth, good decisions due to consultative nature of the process
- Giving everyone an opportunity to respond makes them feel valued and encourages them to be initiators of ideas.

Components of effective planning and review meetings

- **Content:** It entails the information, ideas, opinions, experiences that participants are expected to bring to the table. Every content brought forth should be given fair treatment. Not dismissed prematurely.
- **Interaction:** A good interaction is based on trust and mutual respect for one another. people involved should listen to one another and maintain a professional code of conduct.
- **Meeting structure:** In order to achieve goals and objectives of planning and review meetings, content presented and participants should be well organized.
- **Time:** In order for planning and reviewing meetings to be successful, they have to be scheduled in a timely manner depending on organizations set goals.
- **Participants:** A meeting is only effective if it has people attending and participating. The right people with the right attitudes are a great contributor to successful meetings.

How to conduct planning and review meetings?

- i. Identify the purpose of the meeting- while preparing for a planning and review meeting, make sure you are aware what the purpose of your meeting is. Whether it is problem solving or decision making, make sure that is clearly outlined.
- ii. Have an outlined agenda of the meeting- this entails the information, ideas, opinions and expectations that participants are expected to bring to the table. Every content brought forth should be given fair treatment. It should be dismissed prematurely.
- iii. Make sure you have the right participants- this means that you identify the right people who will help you achieve your goals and objectives. Make sure that you involve people who are knowledgeable in the subject matter. They should also be key decision makers. As much as you need to select, make sure that you are totally inclusive as well. Don't leave relevant people out.
- iv. Promote interaction by assigning roles to participants- while you assign roles to participants, make sure that the meetings interaction is based on trust and mutual respect for one another, listening to one another and maintaining a professional code of conduct. Some of the roles to the assigned include facilitators, secretaries, time keepers, contributors and an expert on the subject matter.

- v. Make sure that all equipment are working. These include projectors just in case you may have power point presentations. The equipment should be properly arranged and tested prior to the meeting. Other equipment include; Google Docs, or audio recording devices.
- vi. Timeliness- successful planning and review meetings have to be scheduled in a timely manner depending on an organisations set goals

Conclusion

This learning outcome covered: Meaning, and importance of partnerships and linkages, identification process of relevant partners, establishment of collaborative networks, planning and review meeting with partners.

Further Reading



Read more on developing sensitization partnerships and linkages from; Chaurey, Rakesh & Sovacool (2012). New partnerships and business models for facilitating energy access.

9.3.6.3 Self-Assessment



Written Assessment

1. Which one of the following is not a characteristic of a good mobilization partners?
 - a) Respect
 - b) Transparency
 - c) Integrity
 - d) Arrogance
2. Which one of the following is not a benefit of good community collaborating networks?
 - a) Sharing resources
 - b) Wide range of skills
 - c) Wider knowledge of client needs
 - d) Delayed decision making
3. One of the following is not a benefit of establishing and strengthening community collabourative network. Which one is it?
 - a) Access to more resources
 - b) Access to more information
 - c) Timely information
 - d) Time consuming

4. Which of the following is not a component of effective planning and reviewing meetings
 - a) Content
 - b) Participants
 - c) Meeting structure
 - d) Internet
5. The following is not a barrier to establishing and strengthening community collaborating networks. Which one is not?
 - a) Delayed decision making
 - b) Conflict of interest
 - c) Time consuming
 - d) Needs of client are adequately addressed
6. The following are purpose of planning and review meetings. Which one is not?
 - a) Generating and developing ideas
 - b) Problem solving mechanism
 - c) Effective decision making
 - d) Criticize members
7. Which of the following is not a main purpose of mobilization partners?
 - a) Continuity of service delivery
 - b) Improvement of service delivery
 - c) Maintain sustainability
 - d) Monetary gain
8. Outline characteristics of a good mobilization partner.
9. Outline advantages of a planning and review meeting.
10. Highlight components of a planning and Preview meeting.
11. Describe collaboration of network.
12. Highlight the process of identifying relevant mobilization partners.

Oral Assessment

1. What are the challenges experienced in identifying relevant mobilization partners?
2. What are the benefits of establishing and strengthening community collaborating networks?

Project question

Visit a nearby organization and find out how they carry out their planning and review meetings.

9.3.6.4 Tools, Equipment, Supplies and Materials

- Work plans
- Meeting equipment and materials
- Board room
- Censors report maps
- Tablets

- Smart phones
- SD cards and card readers

9.3.6.5 References



- Charles worthy, J. (2013). *Managing partnerships*. Abingdon. Routledge
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9.3.7 Learning Outcome No 6: Carry out community awareness activities

9.3.7.1 Learning Activities

Learning Outcome No 6: Carry out community awareness activities		
 Learning Activities	Special Instructions	
6.1 Prepare adequate logistical plan as per the activities (checklist for planned events, transport arrangement, venue preparation, agenda planning and facilitator and resource person)	Group Discussion Presentations	
6.2 Implement community awareness plan as per organization policy		
6.3 Monitor awareness plan as per organization policy		
6.4 Prepare report as per SOPs		

9.3.7.2 Information Sheet No9/LO6: Carry out community awareness activities



Introduction

This learning outcome covers: Meaning and importance of logistical planning in community awareness programmes, implementation of community awareness plans and monitoring of the awareness plans.

Definition of key terms

Logistic: It is a term that is used to refer to the overall process of coordinating and moving resources such as personnel, materials, inventory and equipment from one location to the desired destination.

Content/Procedures/Methods/Illustrations

6.1 Adequate **logistical plan** is prepared as per the activities

Community awareness activities are undertaken to increase community knowledge of the available programs and services. These activities are accomplished by ensuring that the general public is informed of the extent of the problem and available solutions. In most cases, community awareness programs make use of interactive activities and tools that can easily be used by the participants.

Examples of community awareness activities;

- Networking programs among professionals and leaders
- Distributing materials such as brochures, files and posters
- Collaborating with other agencies
- Visiting local businesses and other agencies

- Conducting regular communications with other social service agencies for example hospitals, law enforcement etc.

Preparation of a logistical plan

A logistical plan is prepared after the logistical planning process that involves the gathering and collecting of information and the establishment of proper structures in place to ensure that the logistics functions are as expected.

The logistical plan should include the following;

- i. Checklist for planned events:** A checklist is an example of a job aid that is used by individuals to list all things that need to be done and materials needed. Individuals make checklists to help them remember what they need prior to carrying out a particular activity. Checklists come in multiple forms such as a list of questions or actions to be carried out. They can also include check boxes that can be ticked off when the list item has been completed.

Importance of checklist

- Improves performance by helping achieve consistent results.
- Can be used as a verification method.
- Can be used as explicit reminders of what needs to be done.
- Can be used to ensure that everything necessary is completed.

Some of the things that can be included in the checklist are;

- Event goals and objectives
- Event date
- Event master plan
- Event budget
- Branding and publicity
- Sponsorship and speakers list
- Coordination with suppliers

- ii. Transport arrangement:** Transport is all about getting personnel and people from one place to another. Proper transport arrangement should be made to ensure that all the personnel and materials need to make the community awareness event successful. Enough vehicles and other means of transport should be made available and adequate.

- iii. Venue preparation:** Knowing how to prepare a venue for an event is one of the key issues in event planning. Once the venue has been chosen, the preparation process will depend on what the program of the day will be. At the same time, it is important to find out what the venue requirements are.

Some of the things that should be done when preparing a venue are;

- Ensure there are enough seats, tents, etc.
- Ensure amenities like washrooms are enough
- Ensure that appropriate labelling has been done.

iv. Agenda planning

A well-crafted agenda for the community awareness event will help organize and outline the required points for the event. At the same time, it helps highlight all the key details and help those involved know their roles and responsibilities within the event. The agenda is a key factor in any event since it helps ensure that all aspects are addressed within the designated timelines.

When planning the agenda, the following should be done;

- Define the events logistics and provide all relevant details on the event time and location
- List all key personnel along with their roles that they will serve in the event. At the same time, provide a list of items that each personnel will need to prepare.
- List all important aspects that will need to be addressed on the event day
- Send each personnel a copy of the agenda plans early enough to enable them to prepare adequately
- Use the agenda plan to lead the event and ensure that all areas are addressed.

v. Facilitator and resource person

A facilitator or a resource person is an individual whose role is to provide guidance to people through a given process to achieve an effective result. The process could be a meeting transforming session, training and development session, planning session, team building, conflict resolution or any situation that involves a group of people where there are desired outcomes, goals or targets. A good facilitator or resource person must be in possession of the required skills to be able to handle the session successfully. It is important to ensure that the community awareness event has enough facilitators or resource persons.

Characteristics of a good resource persons or facilitator

- Must be a good communicator to encourage open communication.
- Must be an active listener to be able to understand what is being conveyed by the audience.
- Rapport building to be able to connect easily with the audience.
- Must be able to record clearly the information gathered during the course of the discussion.
- Must be able to develop synergy to be able to bring the group participants together.
- Must be able to ask questions effectively to know more about the thoughts of the team.

Importance of logistical planning

- Saves cost and time
- Helps ensure efficient delivery of resources and materials
- Helps plan and coordinate the entire process
- Helps achieve positive results

6.2 Community awareness plan is implemented as per organization policy

The implementation of a community awareness plan will only be successful, when all those involved are able to build enabling relationships based on trust. Any implementation efforts should be conducted in such a manner that the ongoing cumulative processes help meet the expected outcomes.

A good community awareness plan should include the following steps

- Choose your goals:** Decide what you want to accomplish to make the implementation process successful. Knowing your goals for the community awareness plan will help one plan their schedule and events besides focusing on the implementation process
- Identify resources:** Implementing a community awareness plan takes a lot of resources. One should ensure that all resources needed are available both within the organization and the community at large.
- Segment your audience:** When setting up a community awareness plan, it is important to know the different groups that will be impacted. It is important to determine which group will be your focus and how much information you need to adequately implement the plan.
- Create a schedule of events, programs and initiatives:** Once you have identified your goals, know your resources and audience. You can then proceed to plan the specific events of the implementation of the community awareness plan.
- Create action plan for the implementation process:** Once you have your schedule, it is important to come up with an outline for each event of the implementation process. The general idea of implementing a community awareness plan should answer the questions who, what, where, when, why and how.
- Find partners:** Partners make the process of implementing the awareness plan easier especially when the partners provide access to a larger audience.
- Implement the awareness plan:** After successfully following the steps above, you can now proceed to implement the community awareness plan.

Common challenges facing successful community awareness plan implementation

- Resource and sustainability: Funding, technological and human resources can be limited in some communities and this can interfere with the implementation process.
- Geographic limitation: Geography influences several factors that hamper successful community awareness plan implementation. Things like limited transportation, rough terrain etc. can impact the process.
- Staff availability: Some communities do not have the man power that possess the skills required to successfully implement the plan.
- Hard to reach populations; some population are hard to reach making it difficult to successfully implement any awareness plans.
- Cultural and social issues: Some cultural and social norms that affect the attitude of the community towards the community awareness plan can make the implementation process difficult.
- Language: Language barriers can have a huge impact on the implementation process.

6.3 Awareness plan is monitored as per organization policy

Monitoring is an ordered process of gathering, analysing and using information to track a programs process towards reaching its objectives and to guide the decision making progress by management.

It usually focuses on processes such as when and where activities occur, who delivers them and how many people are reached. The monitoring process is conducted after a program has begun and continues throughout the program implementation period.

Importance of monitoring

- Helps in tracking the implementation process and resulting to outputs.
- Helps measure the effectiveness of programs.
- Helps determine exactly when a program is on track.
- Helps determine when changes are needed.
- Helps form a basis for any modifications or interventions done.
- Helps to demonstrate the efforts of the program.
- Helps managers, planners, implementers and policy makers acquire information about the program.
- Helps identify the most valuable and efficient use of available resources.
- Helps develop objective conclusions regarding the program.
- It can be used as a guide in strategic planning

Key principles for monitoring

- Monitoring should refer back to existing data and any other relevant information.
- Monitoring should be closely linked to the initial project proposed.

- Monitoring should be linked to the specific program objectives that were defined in the proposal.
- Monitoring should respect and involve all key program stakeholders.
- Monitoring should respect and protect the rights and welfare of all those involved in the program.

How to carry out community awareness monitoring

- Identify the goals and objectives of the community awareness activity
- Define the indicators that will be used to make progress towards achieving those goals
- Define data collection methods and timelines. Decide on the method that will be used to gather data and how often it will be done
- Allocate roles and responsibilities of who should collect the data for the indicators
- Analyse your data thoroughly to know your progress

6.4 Report is prepared as per SOPs

At the end of the community work, a report should be prepared which should present the information in a format that is organized and based on the target audience. The report should be prepared as per the SOPs and it should contain the following components.

- **Executive summary:** This should give the reader a little background information on what was done, when the community awareness activities were being carried out and why they were necessary.
- **Introduction:** This should have a complete description of the activities, the purpose as to why the activities were carried out, the scope of the activities, etc.
- **Research analysis:** This section should give more details on the methodologies that were used to carry out the research on the relevant activities.
- **Conclusions and recommendations:** This section should explain the findings and what they mean for the community awareness activities in relation to the programme.

Conclusion

This learning outcome covered: Meaning and importance of logistical planning in community awareness programmes, implementation of community awareness plans and monitoring of the awareness plans.

Further Reading



Read more on community awareness from Lukens EP (2002). Promoting community awareness to enhance mental health, health & social work. (2) 83

9.3.7.3 Self-Assessment



Written Assessment

1. Checklist is important for the following reasons **EXCEPT**?
 - a) Improve performance
 - b) Use of verification
 - c) Used to make requisitions
 - d) Used to end a program
2. ____ is a community awareness activity?
 - a) Meetings
 - b) Networking
 - c) Lunches
 - d) None of the above
3. Which of the following should not be done when planning an agenda?
 - a) Definition of events logistics
 - b) List all key personnel
 - c) Call people for a meeting
 - d) List all important aspects
4. ____ is not a skill that a facilitator should have?
 - a) Good communication
 - b) Good accountant
 - c) Friendly
 - d) Active listener
5. The following are importance of monitoring **EXCEPT**?
 - a) Tracking
 - b) Measuring
 - c) Decision making
 - d) Demonstrate efforts
6. Select a challenge faced during implementation of a community awareness activity.
 - a) Resource availability
 - b) Donor presence
 - c) Funding
 - d) Location

7. Which of the following is not a step of the implementation?
 - a) Choose goal
 - b) Identify resources
 - c) Make payments
 - d) Create action plan
8. Justify the importance of logistical planning to a social worker.
9. Demonstrate why a social work should be prepared for any challenges as they discharge their duties.
10. Justify why a resource person should build a rapport with the group.
11. Illustrate the steps taken to ensure that any event is carried out successfully.
12. Demonstrate some of the activities that can be used to keep attendants interested in an event.

Oral Assessment

1. Identify the importance of preparing a venue prior to implementing community social awareness activities?
2. What is a logistic plan?

Project Assessment

You have been tasked with the role of carrying a community awareness activity to the Maasai community about the dangers of early childhood marriage. Develop a logistical plan that you will use.

9.3.7.4 Tools, Equipment, Supplies and Materials

- Work plans.
- Meeting equipment and materials.
- Board room.
- Censors report maps.
- Tablets.
- Smart phones.
- SD cards and card readers.

9.3.7.5 References



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9.3.8 Learning Outcome No 7: Evaluate community awareness and sensitization program

9.3.8.1 Learning Activities

Learning Outcome No 7: Evaluate community awareness and sensitization program		
	Learning Activities	Special Instructions
7.1	Prepare Evaluation schedules as per the policy (Evaluation plan, identification of intermediary outcome indicators and identification of outcome indicators)	Oral assessment Written Assessment
7.2	Prepare evaluation tools as per organization policy	Practical
7.3	Conduct evaluation as per the tools prepared	Assessment
7.4	Prepare evaluation report as per SOPs	
7.5	Disseminate report as per organization policy	

9.3.8.2 Information Sheet No9/LO7: Evaluate community awareness and sensitization program



Introduction

This learning outcome covers: Meaning and the importance of an evaluation schedule, evaluation tools, and administration of the evaluation tools, how to conduct evaluation using various evaluation tools, evaluation report and report dissemination as per organizational policy.

Definition of key terms

Evaluation: It is the means by which a judgment can be made about the value or worth of something. It is the method of assessing what has been achieved (the process).

Evaluation report: It is a document that provides the results, findings, interpretations, conclusions and recommendations obtained through evaluation process.

Evaluation Schedule: It is a framework that helps in guiding and inspecting implementation of tasks

Content/Procedures/Methods/Illustration

7.1 Evaluation schedules are prepared as per the policy

Evaluations should be carried out fairly in a consistent manner and with an objective to guard both the employees and your behaviour.

How to prepare an evaluation schedule as per the policy?

Evaluation is extremely important in the sense that one might find themselves collecting a lot of data that is analysed and ends up being filed away never to be used again. The best way to ensure that you have the most productive evaluation possible is to come up with an evaluation plan.

Steps in developing evaluation plan

i. Clarifying the objectives and goals of your initiative

You should ask yourself the major thing you want to achieve and how to accomplish them. Clarifying these will help you identify which major initiative components should be evaluated.

ii. Developing possible question for evaluation.

There are four main classifications of evaluation questions:

- **Planning and implementation issues:** You should know how well the program was planned out and how well the plan was put to practice.
- **Assessing attainment of objectives:** Ask yourself how well has the program met its stated objectives
- **Impact on participants:** How much and what kind of a difference has the program made for its targets of change
- **Impact on the community:** How much and what kind of a difference has the program made on the whole community.

iii. Developing the best methods to address evaluation questions.

The following are some common evaluation methods and what they work best for:

Monitoring and feedback system: It has three main elements:

- **Process measures:** It informs you what you did to execute your program
- **Outcome measures:** It informs you what the results were.
- **Observational system:** It is what you do to keep the track of the initiative while it is ongoing

Member surveys about the initiatives

You may use the following kinds of member surveys at some point:

- **Member survey of goals** which is done before the initiative starts. It tries to answer how your members think you are going to do.
- **Member survey of process** which is done during the initiative. It seeks to answer how you are doing so far

- Member survey of outcomes that is done after the initiative is completed. Seeks to answer how you did.

Goal attainment report: Done to verify whether the proposed community changes were truly accomplished

Behavioural surveys: Helps to find out what sort of risk behaviours people are taking part in and the level to which they are doing so.

Interviews with key participants: By interviewing key participants (community leaders, your staff) helps you get their view points on critical points in the history of your program. Helps you to learn more about the quality of the program.

Community level indicators of impact

Helps you to assess the ultimate outcome of your initiative.

iv. Setting up a timeline for evaluation activities

This will enable you to know and answer the following:

- When does evaluation need to begin?
- Outline questions for each phase of development of the initiative.
- When do feedback and report need to be submitted?
- When should evaluation end?

Importance of an evaluation schedule

- You are able to learn how to maximize for success and to discover how the initiative is taking shape. Evaluation periodically assess the extent to which projects aims were met and identify circumstances that led to both high and low level of success.
- Evaluation paves way to project adaptations and recommendations that helps in optimizing the success. Every participant feedback counts.
- Evaluation frequently takes many shapes they include both quantitative data and qualitative data

Table 7: Sample of Evaluation Schedule

S. N	DATE	TIM E	LOCATI ON	ACTIVIT Y	PARTICIPA NTS	REMARKS/ST ATUS OF ACTIVITY
1	31/01/2020	1130 HOURS	JUJA	DATA COLLECTION	J.K	ONGOING
2						
3						

7.2 Evaluation tools are prepared as per organization policy

What are evaluation tools?

Evaluation tools are instruments used in data collection. They can either be qualitative evaluation and quantitative evaluation tools.

Evaluation tools are prepared using;

- i. Interview
- ii. Observation
- iii. Case study

Qualitative evaluation tools: These are tools used to collect qualitative data. They include interviews, observation, documents, photo voice and participatory video.

Quantitative evaluation tools: These are tools used to collect quantitative data. The data is collected through survey, experiments or numerical analysis.

Quantitative tools include:

- Headcount: How many people attended?
- Testing: Comprises of pre and post-tests to see how many more correct outcomes could be gotten after participating in the program.
- Data analysis: Calculates the percentages of the program activities
- Comparison: How many came to the events before your outreach project and how many came after your outreach project.

Qualitative evaluation tools include:

- **Surveys:** These are carefully crafted tools that allows you to take the pulse of a group of people before the start of the project,

Advantages of Surveys

- Produces reliable information.
- Can be completed anonymously.
- They are easy to compare and analyse.
- Can be administered easily to a large number of people.
- Can collect a lot of data in an organized manner.

Disadvantages of surveys

- They are demanding and could be costly.
- You might not get careful feedback from surveys.
- Wording can bias clients' responses.
- Many surveys need sampling experts.

Observation: This entails observing the undertaking of the evaluation activities. Involves inspection: field visits and observation to understand the processes.

Advantages of observation

- It is well suited for understanding processes, views, operations of a program while they are actually occurring.
- Can adapt to events as they occur and exist in natural unstructured and flexible setting.
- Provides direct information about behaviour of individuals and groups.
- Permits evaluator to enter into and understand situation / context.
- Provides good opportunities for identifying activities.

Disadvantages of observation

- Can be difficult to interpret exhibited behaviours.
- Can be expensive and time consuming.
- Evaluator has little control over the situation.
- Can be complex to categorize observations.

Focus groups: They bring together a representative group of 8 to 10 people who are asked a series of questions related to the task at hand.

Advantages of the focus group

- They are efficient and reasonable in terms of cost.
- Stimulate the generation of new ideas.
- Can convey key information about programs.
- Quickly and reliably gets common impressions.

Disadvantages of focus groups

- Can be hard to analyse the responses.
- Need good facilitators.
- It is difficult to schedule 8 – 10 people together.

Case studies

In depth review of one or small number of selected cases.

Advantages of case studies

- They are well suited for understanding processes and formulating hypothesis to be tested.
- They fully depict clients experience in program input process and results.
- They are powerful means to portray program to outsiders.

Disadvantages of case studies

- They are usually time consuming to collect, organize and describe.
- Represents depth of information rather than breadth.

7.3 Evaluation conducted as per the tools prepared.

i. Interview for evaluation

Interviews are more useful for gathering subjective views from the participants. They are used to get more in depth information about perceptions, attitude, experiments and beliefs of people. You should train the interviewers on how to conduct an interview and on your interview guide. Determine how you will maintain confidentiality of respondents and provide respondents with information about how you will do so. Pilot test the interview guide to allow you identify questions that may be confusing to or misinterpreted by your respondents.

How to do or conduct an interview

- Build trust and establish rapport. Your respondent should feel comfortable when answering your questions.
- Keep a neutral demeanour. It is important that you do not show strong reactions or emotions when you disagree with participant feedback.
- Stay in control of the interview.

ii. Conducting evaluation using observation

The key to using observational data is to take a systematic and consistent approach as you collect, organize and analyse what is observed. Observation can be used in conjunction with other data such as administrative records or document analysis. The process of documenting observations is more than what we see and hear. It is also about supporting it with statements of evidence.

iii. Conducting Evaluation using case study

The first step is to read and examine the case completely. You should take notes, highlight the relevant facts and underline the key problems. The second step is to focus on your analysis by identifying two or more key problems. Reveal possible solutions and changes needed. This will be achieved by reviewing course readings through discussions outside research as well as using your experience. Finally select the best solution.

7.4 Evaluation report prepared as per SOPs

A good evaluation report constitutes the following components:

i. Title

You should choose a title that is descriptive of your research keeping your main audience in mind. The title page includes:

- Name of the report.
- Name and address of the project.
- The time period covered by evaluation.
- The name of the author(s) of the report.
- The date the report was completed.

- ii. Table of contents:** This is an outline of the report content and their respective pages.
- iii. Introduction:** It is part of the report that introduces the purpose and the target of the evaluation process.
- iv. Executive summary:** It is a brief summary of report that contains the purpose of the evaluation, a very brief description of the project, who carried out the evaluation and how, important results, important conclusion and all the recommendations. It is very useful for funders, politicians and policymakers who have little time to read but do not need to know about your work.
- v. Project rationale and logic:** This describes the overall goal of the program that is, what you are trying to achieve and why you think your approach will work.
- vi. Description of the project:** A full description of the initiative allows someone who was not involved to get a good idea of what was done.
- vii. Evaluation methods:** This helps the reader to judge how accurate the findings of the evaluation are likely to be.
- viii. Results/Findings:** This part presents you results, what the data tells you. An evaluation will contain both Quantitative and qualitative data. Do not forget to report on:
- Extent and quality of stakeholder participation.
 - Extent and quality of collaboration and partnership.
 - Any unexpected outcome.
- ix. Discussion:** This section is where you reflect on the broader lessons from your evaluation and make recommendations on the basis of the findings. Recommendations identify what was successful and should be maintained or expanded and where changes to practices and policies are necessary.
- x. Conclusion:** This section is short and is used to reinforce the main take home messages from your evaluation. Summarizes what the evaluation has found.
- xi. Acknowledgement:** Thank people who were involved in your evaluation (respondents and external players). This section can be at the front or at the end of your report.
- xii. References:** List any references in a style which enables a reader to follow up on them and is consistent e.g. APA.
- xiii. Appendices:** Include appendices that contain additional information that some readers might want e.g.:
- List of officials or community leaders who may have been interviewed as part of the evaluation.
 - Tables, diagrams and statistical information.
 - A list of related documents and other references.

Table 8: Evaluation report template

TABLE OF CONTENT
(i)
(ii)
EXECUTIVE SUMMARY
1.3 PROJECT RATIONALE AND LOGIC
1.4 DESCRIPTION OF THE RESEARCH
1.5 EVALUATION METHODS
1.6 RESULTS / FINDINGS
1.7 DISCUSSION
1.8 CONCLUSION
1.9 ACKNOWLEDGEMENT
1.10 REFERENCES
1.11 APPENDICES

7.5 Report disseminated as per organization policy

Dissemination is the process of spreading information, ideas or news to people. The most important reason for carrying out evaluation is to provide the data needed for guiding policy formulation and program operations. A detailed data use plan should be included in the organization evaluation plan. The plan should link data needs and data collection as well as a plan for dissemination. A dissemination plan is required for it spells out exactly how to deal with outcomes of the evaluation activity, how widely the results will be circulated and to who.

Dissemination approaches

- Detailed written report
- Executive summary, summaries of findings and key conclusions
- Brochure on the principal evaluation lessons and recommendations
- Annual report
- Article in technical or organizational newsletter
- News release
- Press conference
- Media appearance
- Public meeting, public debate
- Seminar, workshop or group discussions

- Electronically (e-mail, internet, websites)

You should package the results by choosing the right information for the right audience. This requires the following:

- Defining your goals. Think of what you want to use the information for.
- Defining your audience. Think of beneficiaries, implementers, policymakers and donors.
- Finding out what influences their thinking.
- Use the data to address their concerns.
- Using the right language.
- Getting the length right.
- Choosing the best messenger.
- Timing it right, to get people's attention time it appropriately.

Importance of report dissemination

- It helps in making better judgement.
Individuals and entities in the organization are provided with knowledge that helps them make better judgment in future situations.
- Information is often disseminated in order to educate, explain or promote a concept, process or principle.
- Information is disseminated safely in the hope that it will cause some response that might require further information to be generated or be used to validate something.
- Collaboration, information is often disseminated in order for a group of individuals to share knowledge and routes of communication.

Challenges faced during report dissemination.

- **Language barrier:** This is common when people use different languages and fail to understand each other.
- **Publication problems:** One can conduct high quality research but lack the skill to convert the work into a publishable manuscript
- **Wide scope:** The scope of evaluation may be too wide making one fail to address the required need. Inappropriate timing: This will eventually affect the expected outcome

Conclusion

This learning outcome covered Meaning and the importance of an evaluation schedule, evaluation tools, and administration of the evaluation tools, how to conduct evaluation using various evaluation tools, evaluation report and report dissemination as per organizational policy.

Further Reading



1. Study more on evaluation model from Elwood F Holton III. *Advances in developing human resources*
2. Read more on evaluation tools from Torres, R.T & Preskill, H.(2001). *Evaluation and organizational learning past, present and future*. American Journal of Evaluation

9.3.8.3 Self-Assessment



Written Assessment

1. Research is a _____ examination conducted to develop or contribute to knowledge of a particular area or topic.
 - a) Systematic
 - b) Standard
 - c) Structured
 - d) Baseline
2. Which of the following is classified under purpose type of evaluation?
 - a) Expert
 - b) Summative
 - c) Thematic
 - d) Midterm
3. Which one among the following cannot be monitored and evaluated in a project?
 - a) Outcome
 - b) Inputs
 - c) Resources
 - d) Output
4. Are diagrams that identify and illustrate relationships among relevant organizational, individual and other factors that may influence a program and the successful achievement of goals and objectives? Which of the following evaluation framework best fits the above definition?
 - a) Conceptual framework
 - b) Logical framework
 - c) Input framework
 - d) Result framework

5. _____ is a systematic determination or examination concerning the relevance, effectiveness, efficiency and impact of activities in the light of specified objectives.
 - a) Monitoring
 - b) Framework
 - c) Evaluation
 - d) Performance
6. Which of the tools below is a method of collecting evaluation data
 - a) Interviews
 - b) Positivism
 - c) Use of scale
 - d) None of the above
7. _____ is an approach used in report dissemination?
 - a) Seminar
 - b) Annual report
 - c) Public meeting
 - d) All of them
8. Outline five approaches that can be used in report dissemination.
9. Highlight six Components of a good evaluation report.
10. Elaborate the importance of report dissemination as per organization policy.
11. Define the term logistic plan as used by organization policy.
12. Define the term organization policy and its procedures.
13. Explore the factors that may influence a program and the successful achievement of its goals and objectives.

Oral Assessment

1. Identify the importance of an evaluation schedule?
2. What are the major tools used in conducting an evaluation activity?

Practical Assessment

Develop an evaluation report for an existing project.

9.3.8.4 Tools, Equipment, Supplies and Materials

- Work plans
- Meeting equipment and materials
- Board room
- Censors report maps
- Computer
- Template for evaluation report/plan
- Smart phones.
- SD cards and card readers.

9.3.8.5 References



- Horner, R.H, Todd, A.w (2004). *The school wide evaluation tool (SET) a research instrument for assessing school wide positive behavior support.*
- Peterson, R.C, Lopez... & Sager, M. (2018). Practice guideline update summary. Mild cognitive Impairment: *Report of the Guideline Development, Dissemination and implementation subcommittee of the American Academy of Neurology.*
- Torres, R.T & Preskill, H.(2001). *Evaluation and organizational learning past, present and future.* American Journal of Evaluation
- Weinsten, M.C, O'Brien... & Luce, B.R (2003). Principles of good practice for decision analytic modeling in health care evaluation, report of the ISPOR. *Taskforce on Good Research Practices Modeling Studies*

9.3.9 Learning Outcome No 8: Document community awareness and sensitization program

9.3.9.1 Learning Activities

Learning Outcome No 8: Document community awareness and sensitization program		
	Learning Activities	Special Instructions
	8.1 Documentation procedures are identified as per SOP. (community awareness program reports, documentaries and human change stories) 8.2 Documents are Stored as per organization policy 8.3 Documentation plan is prepared as per the organization policy 8.4 Documentation tools are prepared as per the documentation plan (documentation plan, documentation templates, cameras, video cameras and voice recording devises) 8.5 Documentation analysis is conducted as per the organization policy	Discussion Questionnaires Observations Role plays

9.3.9.2 Information Sheet No9/LO8: Document community awareness and sensitization program



Introduction

This learning outcome covers: The meaning and importance of documentation, documentation procedures, documentation tools and analysis as per organization policy.

Definition of key terms

Documentation tools: Any programming materials or tools in which important information such as community awareness and sensitization program can be stored. Such documentation tools are as stated above which include, computers, smart phones, tablets, hard disks and video cameras.

Analysis: Information that has been evaluated, examined and studied in order to take the strong point and eliminate the weak point so as to make relevant conclusions from the analysis.

Sensitization: creating awareness to people within a community about a particular situation; for example, there is an outbreak of Corona Virus in China, the people can be sensitized about the virus so as they can understand the preventative measures.

Content/Procedures/Methods/Illustrations

8.1 Documentation procedures are identified as per SOP

A document is a material in which real information has been stored for future referencing.

Documentation is important for the following reasons:

- It is relevant for referencing since it keeps track of many aspects of the information given
- It helps to give information on how a conclusion has been made.
- It helps in giving proper awareness to any person interested in the field of study.
- It helps to improve the quality of information given in a discussion.

Document procedures are identified as follows:

i. Gather information

At this stage, the researcher gathers important details from people within the community under study so as to get key information from them. Information can be gathered from different communities so as to get more relevant details for the research.

ii. Start writing

At this stage, the researcher can start putting into paper the various details that they collect from the people. The information can be drafted on a sheet of paper or typed into a computer, smart phone or even a tablet this is after analysis of the information has been done so as to avoid writing down unnecessary information and ensuring that you only take note of important details.

iii. Assess design elements

Wording alone is not enough and therefore other elements can help represent the information given. For instance;

- Flow charts: This is the use of a diagram to show the flow and action of events. One can use different colours, symbols and even arrows to show different ideas from different people on the flowcharts.
- Play script: This listing different staff members with different responsibilities.

In this case, our staff members refer to the research team. For instance;

- a) A stakeholder: Views the draft written and submits correction
- b) A writer: Writes a draft before correction and also creates the final draft.
- c) Department manager: Approves the final writing.
- d) Questions and answers: Can be given for a better understanding of the research. For instance;
- e) Question: What are some of the things that a community may face that need to be sensitized?

Answer: A community may lack supply of water hence causing drainage; the community should therefore be sensitized on better ways to conserve water such as planting trees so as to attract rain.

- Matrix: These are tables that convert one variable to another. They are good for reference purposes because they eliminate the need for consistent searching.

8.2 Documents are Stored as per organization policy

Different organizations store their documents differently depending on their policies. The purpose of these policies is to provide guidelines and ensure consistent formatting. The organization documentation policies are so as to ensure that the document are easily accessible whenever reference to a need arises. Some of the organization policies may include:

- Anti-discrimination policy and harassment policy: This is there to ensure that the document are accessible to everyone despite their gender or race as well as ensuring that they legally available without any sort of harassment.
- Safety policy: This is to ensure that all the documents have been safely stored for future referencing.
- Documents can be stored in different places depending on different organizations; such storages may include computers, smart phones, tablets, hard disk, video cameras, SD cards and card readers.
- Documents should also be stored depending on the time in which they were created in order to avoid confusion on the arrangement of the documents.

These policies are therefore designed to influence and determine all major decisions and actions and all activities that take place within the organization. Organization policies are important for the following reasons;

- They help people in committing to the values of the organization.
- Set values to managers of an organization on how to treat members of their organization.
- Help members of an organization to know where to turn for any kind of help that they may require.
- Helps an organization to ensure compliance with the law

8.3 Documentation plan is prepared as per the organization policy

A documentation plan refers to a template written usually by the project leaders to ensure that the information or the task is in good condition. The plan explains the methods used for documentation, the tools used as well as the storage of the documents. A documentation plan is relevant since it provides the content of the research, the research analysis as well as the conclusions made from the research.

The following are elements of a documentation plan:

- **Project name:** This is the title of the project under research.
- **Scope and objectives:** This contains the aim and the goals for conducting the project under research.
- **Detailed content plan:** This is the information gathered from the research project.
- **Time estimates:** This refers to the variations of time in which work on the project is to be done.
- **Responsible persons:** The participants of the projects should have good conduct.
- **Work flow:** Everyone taking part in the project should focus on their purpose of the research
- **Resources:** May include internet, journals and style guides.
- **Publishing details:** This is publishing all the details given for the final users.

8.4 Documentation tools are prepared as per the documentation plan

Documentation tools are programming materials or tools whereby important information are stored. The documentation tools may include; computers, tablets, smartphones, hard disk, SD cards as well as video camera. Video cameras are important since information collected can be stored in the internet such as YouTube for easy access and reference. Computers can also be used to store either video or written details. Documentation tools also include written materials which can be filed and stored in archives for further referencing. Smart phones and tablets store the documents the same way as the computers, they can store both videos and written materials. These documentation tools are generally important since they are accessible at anyone's convenience.

8.5 Documentation analysis is conducted as per the organization policy

Documentation analysis refers to the evaluation, examination and study of the research for documentation purposes. The analysis is conducted differently by different organizations depending on their policies. As stated earlier, one of the organization's policy is anti-discrimination and oppression policy. It can be conducted by any member of the organization despite the age, gender and race. Another organization policy is safety, the documentation analysis should be done in such a way that, it is safe for everyone in the organization to use.

Importance of document analysis

- Ensures that all documents are actual and real since they are well evaluated and studied.
- Ensure incorporation of coding content into themes.
- Ensures efficient and effective way of gathering data
- Ensures that there is no error on the document before storage.
- It ensures organization and interpretation of shadows and documents.

Document analysis process

- i. Create a list of texts e.g. Sample, respondents.
- ii. Consider how texts will be accessed with attention to cultural barrier.
- iii. Acknowledge and address biasness.
- iv. Develop appropriate skills and research.
- v. Consider strategies for ensuring credibility.
- vi. Know the data one is searching for.
- vii. Consider ethical issues.
- viii. Have a backup plan.

Conclusion

This learning outcome covered: The meaning and importance of documentation, documentation procedures, documentation tools and analysis as per organization policy.

Further Reading



Read more on documenting community awareness and sensitization program from; Sagwa, m. a. factors influencing implementation of economic stimulus programmes in Kuria west constituency, Migori county.

9.3.9.3 Self-Assessment



Written Assessment

- 1) Which one of the following is the second stage for a document procedure?
 - a) Evaluation
 - b) Identification of the project
 - c) Gather information
 - d) Start writing
- 2) _____ is not a document tool?
 - a) Archives
 - b) Smartphone
 - c) Tablets
 - d) ATM cards
- 3) The following are included in an evaluation **EXCEPT**?
 - a) Scope and objectives
 - b) Project name
 - c) Detailed content plan
 - d) Time estimates

- 4) Which of the following is not used to conduct research?
 - a) Observation
 - b) Staring
 - c) Discussion
 - d) Questionnaires
- 5) Which one is not an assess design element?
 - a) Play scripts
 - b) Flow charts
 - c) Matrix
 - d) Stickers
- 6) Sensitization can be used for the following **EXCEPT?**
 - a) Create awareness
 - b) Spread information
 - c) Educate people
 - d) Criticize people
- 7) The following tools can be used in the second stage of document procedure **EXCEPT?**
 - a) Pens
 - b) Papers
 - c) Book
 - d) Stick
- 8) Examine the importance of documentation.
- 9) Discuss the ways of conducting awareness and sensitization in a community.
- 10) Define the term document plan.
- 11) Can a document be stored in archive? If so how?
- 12) How is an analysis conducted?
- 13) Define a documentation.
- 14) What are document procedures?

Practical Assessment

As a group of 10, go to the field and conduct a research on some of the problems facing a community and find solutions to the problems as well as ways in which sensitization can be conducted in that community in order to reduce these problems.

9.3.9.4 Tools, Equipment, Supplies and Materials

- Tablets
- Smart phones
- SD cards and card readers
- Computer

9.3.9.5 References



Bowen, G.A. (2006). *Grounded theory and sensitizing concepts*.

Musa.O.I.A.T, AKANDE, T.M, Salaudeen, G.A, Aderibigbe,A.S., Bolarinwa, A, & Jimoh, O.R.(2009). *Community Awareness and sensitization an acute flaccid paralysis case reporting in a Northern State of Nigeria*

Truong, C.L. & Garcez, L.(2012). Participatory methods for language documentation and conservation: *Building Community awareness and engagement*.

CHAPTER 10: ADVOCACY AND LOBBYING ACTIVITIES

10.1 Introduction of the Unit of Learning/Unit of Competency

Advocacy and lobbying activities is a unit of competency offered in TVET level 6 Social Work and Community Development course qualification. This unit describes the competencies required to carry out advocacy and lobbying activities. It involves; identifying target groups, carrying out problem analysis, assessing advocacy resources, gathering advocacy resources, preparing advocacy campaign plan, building advocacy partnerships, carrying out advocacy and lobbying activities and undertaking advocacy and lobbying follow up. It also includes documenting advocacy and lobbying activities. The significance of advocacy and lobbying activities to TVET level 6 Social Work and Community Development curriculum is to equip the learner with the knowledge and skills to demonstrate design, measure, installing furniture and fittings, construction methods, demonstrate skills for training, report writing coordination and organization so as to relate well in the workplace.

The critical aspect of competency to be covered include; demonstrated ability to establish project boundaries, identify beneficiaries of a project, carry out documentation process, develop assessment tools, implement advocacy plans, document advocacy and lobbying activities. Basic Resources required include: resource implications, methods of assessment, context of assessment, guidance information for assessment

The unit of competency covers seven learning outcomes. Each of the learning outcome presents; learning activities that covers performance criteria statements, thus creating trainee's an opportunity to demonstrate competencies stipulated in the occupational standards and content in curriculum. Information sheet provides; definition of key terms, content and illustration to guide in training. The competency may be assessed through written test, demonstration, practical assignment, interview/oral questioning and case study. Self assessment is provided at the end of each learning outcome. wholistic assessment with other units relevant to the industry sector workplace and job role is recommended.

10.2 Performance Standard

Identify target groups, carry out problem analysis, build advocacy partnership, assess advocacy resources and prepare advocacy campaign plan, carryout advocacy activities, undertake advocacy and lobbying follow up, document advocacy and lobbying activities as per organization policy.

10.3 Learning Outcomes

10.3.1 List of Learning Outcomes

- a) Identify target groups.
- b) Carry out problem analysis.
- c) Build advocacy partnership.
- d) Assess advocacy resources and prepare advocacy campaign plan.
- e) Carryout advocacy activities.
- f) Undertake advocacy and lobbying follow up.
- g) Document advocacy and lobbying activities.

10.3.2 Learning Outcome No 1: Identify target groups.

10.3.2.1 Learning Activities

Learning Outcome No 1: Identify target groups.		
	Learning Activities	Special Instructions
	1.1 Establish project boundaries as per organization policy 1.2 Inform local leadership as per organization policy 1.3 Identify beneficiaries adhering to gender and inclusion as per the SOPs 1.4 Document the process as per organization policy 1.5 Prepare report as per SOPs	Group discussions Site visits

10.3.2.2 Information Sheet No10/LO1 Identify target groups



Introduction

This learning outcome covers: Community organization theory and advocacy theory, group formation, meaning and importance of advocacy, engaging community leaders and process for identifying of the target group. Gender mainstreaming, human rights based programming and disability mainstreaming in advocacy and lobbying and documentation of the target group identification process.

Definition of key terms

Target group: These are intended people who need to be reached because they have something in common for example, a disability group that needs to be helped.

Lobbying: The action whereby someone with power attempts to influence decisions of the government advocating for what needs to be done in a particular way.

Report: This is a written document presenting information about something in an organized way.

Content/Procedures/Methods/Illustrations

1.1 Establish project boundaries as per organization policy

Project can be referred to as a planned set of events which are related. Events can be executed over a fixed period and within certain costs. Boundary means to limit the scope of the project in order to obtain the desired goal. Project boundaries are established in order to determine the list of events targeted to take place. When setting boundaries of identifying target groups some attributes such as gender, values/attributes, age, number of people and the life style must be considered.

Other factors which may be considered are discussed below:

- **Project Goal:** This concerns about how the event has been planned to be completed on time so that the desired result can be obtained for example, when mainstreaming the issue of people living with disability, we must try to limit the issue so that the boundaries can be obtained.
- **Group Accountability:** Accountability refers to be responsible or liable whenever someone is given an opportunity to perform certain task. When establishing project boundaries, the participant team assigned certain task he/she should be responsible, honest and carry out the work as required.
- **Characteristic of Targeted Group:** When developing project boundaries, certain features must be considered. Such characteristics include; age, gender, lifestyle of the target group, culture of the society where the groups are targeted, occupational activities, altitudes, political influence and the marital status. The grass root organizers should form topics by example and use of social media where the cost of campaigning will be reduced.

Steps used when establishing project boundaries:

i. Project needs should be determined

When target groups are being identified, the researcher should look out for the boundaries limit by considering what the need of the project was. The purpose of gender mainstreaming and power politics, what is it being required for the project to be complete, the researcher should use research to carry out the project because he can eliminate some features which are required during the process.

ii. The researcher should confirm the objectives of the project

Objectives refer to something that is real not fake. The objectives of the project should be outlined precisely when setting out the boundary. Example of the objective might be in form of a statement as listed below:

- Age required
- Gender consideration
- Power politics

Such objectives should be considered to ensure important objectives are not left behind.

iii. The description of the project scope

The extent of the project matter, should be described in order to select the items that are relevant and those which are irrelevant be eliminated from the project. For instance, a factor like power elites, should be described in a manner that the groups will understand. It seems power elite covers a lot of things and we may not need them. Power elites consists of those people that occupy the dominant position in society, media, political and in the economy and they have a lot of influence in the society.

iv. The expectations and constraints should be considered

Constraints are the negative effect which may hinder the whole process of the study and therefore they should be eliminated for example, you cannot force people to join certain target groups because they do not go past their grassroots. Expectations are determined when establishing the boundaries. This is because we might eliminate some features to limit our boundary but, we are not focusing on the need and expectation of the project.

v. The last step is to identify the necessary changes in the project

After the four steps have been gone through, the changes must take place in order to ensure that the project boundaries have been established properly.

Importance of the project boundaries established

- The duration of the time required to finish certain project is minimized and the work done is precise and in a proper manner.
- The researcher is able to plan the project, for instance the researcher is able to visit those areas where the targeted groups are and also he can be able to plan the human resources which might be needed.

1.2 Inform local leadership as per organization policy

Leadership is the state of having a position to direct and control other people in the society. In the areas where target groups are located, the researcher may use certain approaches in order to discuss the purpose of the project and the effect of the projects to the local community. The leader needs to know whether the project is beneficial to the community or not. Also, the leader who is responsible for security must be informed because he/she knows all target groups in the area. We have quite a number of leaders in the society. They include;

- a. The governor:** This is a person referred to as a president in the county. When identifying a target group, sometimes the governor might be informed what is happening to his/her county. Governors have power elites since they are known in the whole county and therefore he/she must advice on problems addressed to him/her.
- b. The security personnel such as local area commanders:** They need to be informed about the target groups. This will help to minimize any action that might be taken against the groups identified. Security personnel leaders are not elites since their work is to advocate for the security only.
- c. Chiefs and the sub-chiefs:** These leaders must be informed on the current situation of the target area or group so as understand more on the selection either by age or gender.
- d. Religious leaders:** These people can influence the behaviour of the people in the society the targeted individuals might refuse to join the targeted groups. For example, an individual with a physical disability to form one group but the religious leaders might warn them not to join the targeted groups.

There are several methods of informing leaders why we are identifying target groups. They include:

- **Bottom-up approach:** The person in charge of informing the leader may call out the local bottom area leaders in meetings within the society. Leaders here include the local area chiefs, sub chiefs, headmen, the police officers and the local area society. The leaders here are informed about the target group and the benefit of identifying those target groups.
- **Networking:** The leaders of the organization and local area leaders might meet in different occasions and be informed on the project, such leaders include the governor. Such opportunities are worth for the organization.

Importance of informing local leadership about the identification of target groups

- The security of the target groups will be enhanced by informing the security officer all what it is about then they will volunteer to maintain security.
- The community will be educated on the importance of joining the target groups since the religious leaders will influence the participant positively.
- The organization would increase its image to security since power elites such as governors would recognize the organization and provide recognition whereby, every member would feel free to join the target groups.

1.3 Identify beneficiaries adhering to gender and inclusion as per the SOPs

Beneficiary means someone who benefits from the payout of a distribution, for example, a will or a trust. In gender sensitization, the beneficiary are the women in the current society. Women nowadays, have benefited in the gender mainstreaming as discussed below.

- **Equal pay at work**

Currently the women are paid same amount as the male counterpart since the organization is concerned on the amount of work done prioritizing male to female. Earlier, male were paid highly while women were paid less. Women were discriminated in the workplaces compared to nowadays. Many organizations have now realized equal is the only thing to be done in order to retain female at workplaces.

- **Inclusion of women in the top positions**

Women are given top positions like chief executive officer, managers and administrators. These positions were taken by male in the past but now female are empowered to carry out the organization decision since they have skills and competencies required. Females nowadays are so many in the positions of project executive committees and female always ensure their right have been considered.

- **Equality in accessing education**

The girl child has got equal right to education. Education rights have enabled the girl to shine in the education such that the boys are being outranked in the top positions. As a result of this, so many females have been educated and thus they are competing

with same in searching for jobs with the same skills. Earlier, only boys were taken to school and thus the girls were lagging behind.

- **Inclusion of women in political power**

In Kenya, women are allowed to vie for the governor, MCA, Members of Parliament, women Representatives and even they can compete and vie for the presidential position. The constitution of Kenya ensures that there is no discrimination of power among male and female as well as the rights of human are adhered as required. Women representation is to ensure that each county has one woman who fights for the rights of the other women in the county. Female governors are there in Kenya whereby they have equal rights as the other governors and no one can question them.

1.4 Document the process is documented as per organization policy

Documentation means to record certain information in a piece of paper for future reference. Gender mainstreaming refers to the concept of assessing the different implications for people of different age, sex, in a particular way

Process used when identifying the target group

- i. Identify the main problem of gender and power in the society**

In this step, the issues concerning gender inequality should be outline and discussed in details to determine the issue, the organization is interested in the group that is being affected and therefore then company will assess people with disability, the minority and both the male and female, after addressing the issue in the country, the organization will have the main problem affecting the society for example misuse of human rights, lack of gender sensitivity at work place and the issue of discriminating people living with disabilities.

- ii. Identification of geographical location.**

In this step, the organization will determine the area that is most affected with the problem stated in step 1 for example, misuse of human rights in the society certain location might be affected more than the other because we have different leaders in different parts of the country. The organization might visit the selected areas to confirm that the area is really affected by the problem stated above.

- iii. Determining the method of selecting the target group.**

The organization will set out the method of selecting the group. The organization will categorise the location selected into sub location in order to ensure all grassroot people have been selected. Groups of people may be formed according to their problem in order to set out the agenda. Self-categorization can be applied to those people who are psychologically affected and since they cannot be grouped with others, then they are self-categorized.

- iv. Evaluating the identified target group**

After analysing the problem, the place where the affected persons are allocated the remaining step is now to evaluate and verify the information of the group selected.

The organization will check out the gender disparity, the problem selected, the fact of the victim, the age and the issue of leadership of the target group.

Some of the principles of gender mainstreaming include:

Gender sensitive language: The language used should be polite. Those people who have more power than the other in society should use a language that connect all the people in the country.

Equal access: Everyone should be treated fairly without considering issues such as tribe, race, religion or gender and by doing this people will be united.

Importance of Gender Mainstreaming

- Gender mainstreaming ensures gender equality that is male and female should be treated fairly such that equity is enhanced. Top position in the management of the organization should have both male and female unlike some organization which favour either of them.
- Gender mainstreaming ensure that the minority group have been presented in the government well thus eliminating the issue of discrimination when offering services to the public.

1.5 Prepare report as per SOPs

The report generally involves presenting investigations and analysis of information obtained during the identification of the target groups. A good report is prepared and should have the following contents or the structure:

- i. Title:** A good title will contain fewest possible words that adequately describe the contents or the purpose of identifying the target group, the title should be exciting such that the words used are strong.
- ii. Table of content:** The table of content consist of chapters, sections, and brief and page numbers. The table of content gives users an overview of the document contents and it allows the reader to go direct to a specific section.
- iii. List of figures and graphs:** The figures must be listed that is the source where the graphs were extracted.
- iv. Introduction:** This is a brief narration of what is expected in the body.
- v. Body:** The body consist of all the content concerning the main topic that was stated in the title.
- vi. Conclusion:** This is the end remarks of the writer. A good report should have a decision reached after investigation.
- vii. Reference:** This is a citation of sources whereby the books are quoted according to the name of publisher, author and time when the book was edited.

Significant benefits of a report to organization and the targeted groups

- Report provide an opportunity to raise issues or variances from the plan and to take corrective action. The major issue of preparing the report is highlighting the most important factor concerning the project that was undertaken.

- Report enable an organization to present the fact in a neutral way. Presentation of facts for example, the issue of gender discrepancies need to be investigated and not all the information that is needed thus evaluation of fact are independently presented in a neutral way in the report. Report writing help to develop skills of designing power, organization coordination, judgment and communication and therefore, report act like a catalyst.
- Report can be used by managers as managerial tool. Various reports make activities easy for managers. For planning, organizing, coordinating, and motivating controlling and settling conflict within the organization.

Conclusion

This learning outcome covered: Community organization theory and advocacy theory, group formation, meaning and importance of advocacy, engaging community leaders and process for identifying of the target group. Gender mainstreaming, human rights based programming and disability mainstreaming in advocacy and lobbying and documentation of the target group identification process.

Further Reading



1. Further read more on gender perspective from Egnell, R. (2016). Introducing gender perspectives in operations: Afghanistan as a catalyst. In The Swedish Presence in Afghanistan (pp. 148-169).
2. Read more on community organized theory from Kasey Mcall- Smith(2019). Faces of Human Rights England.

10.3.2.3 Self-Assessment



Written Assessment

1. Identify the factor which is not considered while setting the project boundaries.
 - a) Characteristics of group
 - b) Group leader's role
 - c) Goals of the project
 - d) Government lobbying
2. Disability is inability do you agree with that statement.
 - a) Yes
 - b) No
3. Which one of the following leaders is not involved in the leadership management of the county?
 - a) President
 - b) Governor

- c) Chief
 - d) Headmen
4. _____ is not the method of informing leader's group formation?
 - a) Use of letters
 - b) Bottom-up approach
 - c) Networking
 - d) Use of force
 5. The following are methods of categorizing people **EXCEPT?**
 - a) Group categorization
 - b) Community categorization
 - c) Identification categorization
 - d) Self-categorization
 6. Principles of gender mainstreaming include the following **EXCEPT?**
 - a) Equal access
 - b) Equal treatment
 - c) Fairness
 - d) Equal pay at workplace
 7. Identify the information that is not true about gender.
 - a) Gender means two sexes
 - b) Gender sensitive means equality
 - c) Gender refers to small boys and girls
 - d) Gender refers to female and male
 8. Interpret the term gender sensitivity.
 9. Evaluate challenges affecting gender mainstreaming.
 10. Identify the process of identifying of target group.
 11. Demonstrate the application of power elite theory.
 12. Identify factors to be considered when establishing project boundaries as per organization policy.

Oral Assessment

1. What opportunities do target group have?
2. What strengths, talents and resources do its members possess?

Case Study Assessment

In an organisation that deals with gender equality that you are attached give a report on gender mainstreaming.

10.3.2.4 Tools, Equipment, Supplies and Materials

- A functional operations office
- Work plans
- Maps
- Transport means
- Computer

- Internet connectivity
- Tablets
- Smart phones
- SD cards and card readers
- Stationery

10.3.2.6 References



Integrating Gender into the world Bank's Work(2002). *A strategy for WorlBank*: Washington: World Bank Work.

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UN system coordination Division of UN Women(2014). *Gender Mainstreaming Development Programming United States of America*. Colocraft of Virginia Print.

10.3.3 Learning Outcome No 2: Carry out problem analysis.

10.3.3.1 Learning Activities

Learning Outcome No 2: Carry out problem analysis.		
	Learning Activities	Special Instructions
	2.1 Develop assessment tools as per organization policy 2.2 Identify assessment team and trained as per organization policy 2.3 Conduct assessment as per the SOPs 2.4 Analyse findings as per SOPs 2.5 Prepare a Report and disseminate as per organization policy	Group Discussions Evaluation Presentation Field Trips

10.3.3.2 Information Sheet No10/LO2: Carry out problem analysis



Introduction

This learning outcome covers: Meaning and importance of problem analysis, development of problem assessment tools, identification and training of assessment team, problem analysis process, report writings and dissemination of the report to relevant stakeholders.

Definition of key terms

Dissemination: It is the process of spreading news, information, ideas, etc. to a lot of people. For example, the internet allows faster dissemination of information.

Problem analysis: This is investigating the key cause of an incident, issue, crisis or a failure.

Stakeholders: These are people who are interested in a company or organization and are either affected by the company, or the company affects them. In a school setting, the investors, students, parents, teachers, suppliers etc. can be the stake holders.

Content/Procedures/Methods/Illustrations

2.1 Develop assessment tools as per organization policy

There are two types of assessment tools

- **Direct Assessment:** This assessment will want students to demonstrate what they have learned.
- **Indirect Assessment:** They will mostly ask students to reflect on what they have learned.

Steps followed when selecting assessment tools

- i. Collect information that will answer the programs questions
- ii. Use multiple methods to assess each student learning outcome
- iii. Include both direct and indirect assessment tools
- iv. Use both qualitative and quantitative methods
- v. Choose methods that allow assessment of both strengths and weaknesses
- vi. Use previous year's assessments

Assessment Methods

Table 9: Assessment methods

Method	Description	Direct/Indirect
Employer Survey	Can be conducted before a job is offered to someone	Direct
Institutional Data	The review. Data can be collected from employees. It can determine whether a worker is retained or retrenched.	Indirect
Observation	Observation Provides employee information on their behaviour and attitudes.	Indirect
Interview (Exit and Entrance)	It is conducted before an employee joins an organization and when they want to leave. They help improve on an organizations shortcomings and maintenance of what they do best.	Direct
Pre and Post Tests	An exam is administered at the beginning and the end of a course or program in order to determine the progress of the student.	Direct
Focus Groups	A series of structured discussions with students who are asked a series of open ended questions and designed to collect data about beliefs, attitudes, and experiences.	Indirect

2.2 Identify assessment team and trained as per organization policy

Performance assessment measures success. It helps correct character and motivate improvements. Learning assessments enable team members to interact and share ideas. Individual and collective evaluations: Self evaluations enable individuals to identify areas where they can improve their contributions to the group. Peer evaluation gives room for team members to assess each other's strengths and weaknesses.

NOTE: (If Standards are not objective and confidential, team members may have challenges evaluating each other).

Assessment of Team Learning

Learning assessments help identify effective and non-effective individuals in group. The following are the steps in identifying assessment team:

- i. Secure buy in and commitment: You should start from your own organization. Secure commitment from those in authority. People in authority could influence public opinion, mobilize support and engage partners. Depending on the field of assessment, you can also source support from community stakeholders.
- ii. Form preparation team to identify goals and first steps. Choose a small group from the initial group to identify resources needed for orientations.
- iii. Create structure for planning process.
- iv. Identify potential barriers and facilitators to success
- v. Identify orientation and training needs of team members

Assessment of Team Performance Strategies

- i. Generate clear and understandable team goals.
- ii. Identify examples of quality work and successful standards.
- iii. Use team discussion and reflection to compare team performance to goals.

Identify strategies needed to close performance gaps

The Importance/Advantages of assessing teams are:

- Improves goal attainment through strengthening commitment to work on the same goal
- Enriching/ strengthening relationships through teams' cohesiveness and motivation
- Improves communication among members
- Enhances the general performance of the team
- The learning output is quality

2.3 Conduct assessment as per the SOPs

The steps used in conducting assessments are as follows:

- i. Make sure you keep it as manageable as possible. Since assessment is not your full time job, you need to keep it focused. Make sure you maintain objectivity.
- ii. Set ambitious goals. The goals should be in line with the organizations policy.
- iii. Make sure your expectations are reasonable. You should not set goals that cannot be achieved.
- iv. Treat assessment as everyone's responsibility.
- v. Everyone should review the assessment tools before implementing them.
- vi. Make a budget for the assessment.
- vii. Make sure you communicate well.

- viii. Come up with a systematic process of gathering data.
- ix. Once you get the data do not overreact to it.
- x. Work within the constraints of the current system.
- xi. Involve the right people in the assessment.
- xii. Respect and empower people.
- xiii. Set priorities.
- xiv. Ask the assessment committee if your organization has one.

Analyse findings as per SOPs

An assessment plans value in work places lies in the evidence it offers about the overall program strengths and weaknesses and in the evidence. It provides change (Wright 1991).

The Key factors in achieving real value from all of your work is to make the most out of the information you have collected by using effective analysis and interpretation practices. The following steps help to analyse and interpret Assessment findings.

- i. Present the data in relation to the programs identified goals and objectives.
- ii. Use qualitative and quantitative methods to present a well-balanced picture of assessment goals and driving questions.
- iii. Use different analysis and reporting procedures to different audiences.
- iv. Develop recommendations based on the analysis to suggest the changes.

2.4 Prepare a Report and disseminate as per organization policy

Your report should answer the following basic questions:

- What did you do?
- Why did you do it?
- What did you find?
- How will you use it?
- What is your evaluation of the assessment itself?

Format of the assessment plans and report

A comprehensive assessment plan and report could be as simple as a presentation to departments or could be detailed to focus on assessing learning outcomes.

Formal Reports

The reports should contain some of the following:

- A brief explanation as to why the assessment was taken
- Brief description of major goals, objectives, and intended outcomes
- Methodology Used
- Presenting major findings
- Evaluating assessment plan
- An outline of next steps
- An appendix

Dissemination of the Report

Dissemination is spreading something widely. There are traditional and modern ways of disseminating information. You can use the following methods to share information.

- Blog posts
- Short articles
- Visualizations
- Videos
- Podcasts
- Online Short courses
- Books
- Social Media
- Emails
- Newsletters

Conclusion

This learning outcome covers: Meaning and importance of problem analysis, development of problem assessment tools, identification and training of assessment team, problem analysis process, report writings and dissemination of the report to relevant stakeholders.

Further Reading



Read more on assessment tools for problem analysis from:

1. Paton, (2002). Utilization – Focused Evaluation.
2. Boreham, & Morgan, (2004). A sociocultural analysis of organisational learning.

10.3.3.3 Self-Assessment



Written Assessment

1. Which one of the following is not a stakeholder in a university system?
 - a) Lecturer
 - b) University Driver
 - c) Student
 - d) None of the above

2. The following are direct assessment methods. Which one is not?
 - a) Interviews
 - b) Pre/post entity tests
 - c) Observation
 - d) Employer survey
3. Problem analysis is investigating the key cause of an incident.
 - a) True
 - b) False
4. The following are ways of disseminating report findings. Which one is not?
 - a) Videos
 - b) Short Articles
 - c) Blog posts
 - d) Reading
5. A formal report should contain the methodology used.
 - a) True
 - b) False
6. An appendix should be included in a formal report.
 - a) True
 - b) False.
7. Identify the assessment of team performance strategies
 - a) Use team discussion and reflection without comparing team performance to goals
 - b) Generate un-clear team goals
 - c) Identify examples of quality work and successful standards.
8. Discuss the concept of problem analysis.
9. What do you understand by the term stakeholder?
10. Elaborate on term dissemination
11. Identify different media of dissemination
12. State 5 assessment methods

Oral Assessment

1. How is an employer survey conducted?
2. Discuss the weaknesses of group assessments.

Case Study Assessment

You are the public relations officer of Kibabii University and the students go on a strike which causes the institution to close. Develop a case study on the reasons to the strike and how to control so that it does not happen again.

10.3.3.4 Tools, Equipment, Supplies and Materials

- A functional operations office
- Work plans
- Maps
- Transport means
- Computer
- Internet connectivity
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- Stationery

10.3.3.5 References



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- Wilson, Petticrew, Calnan & Nazareth, (2010). *Knowledge Mobilization Practices of Educational Researchers, Across Canada*. Canada. Canadian Journal of Higher Education.

10.3.4 Learning Outcome No 3: Build advocacy partnership

10.3.4.1 Learning Activities

Learning Outcome No 3: Build advocacy partnership		
 Learning Activities	Special Instructions	
3.1 Identify of relevant advocacy partners as per organization policy	For the learner to understand they should use group discussions Media Evaluation tests	
3.2 Establish community collaborating advocacy partners as per organization policy		
3.3 Strengthen advocacy partnership are strengthened as per organization policy		
3.4 Conduct Planning and review meetings as per the SOPs		

10.3.4.2 Information Sheet No10/LO3: Build advocacy partnership



Introduction

This learning outcome covers: Meaning and importance advocacy partnership, process of identification of advocacy partners, establishing/strengthening collaborative and coordination of advocacy partnerships and planning and review advocacy partnerships meetings.

Definition of key terms

Advocacy: Is the activity by a group or an individual that aims to influence the decision within economic, political and social systems and institutions?

Partnership: A broad range of actions where two or more groups come together to achieve a common goal.

Community: It is a social unit with similar values, customs, norms, identity or religion. A community may share a sense of place situated in a given area of land that can be considered as a unit or in virtual space through communication platforms.

Content/Procedures/Methods/Illustrations

3.1 Identify of relevant advocacy partners as per organization policy

Advocacy partnerships: An association of two or more individuals to try and make things more transparent.

The aim of advocacy partnership

To win the support from others by creating a supportive environment. It influences the decision makers, authorities and the relevant audiences directly or indirectly.

Importance of Advocacy partnership

- Enable the exchange of best practices and information learning.
- Bring out new skills, ideas, knowledge and technical expertise, contracts and capacity building.
- Enables partners to share labour

Advantages of Advocacy partnership

- Help make good decisions
- More is achieved together than working alone in an unfriendly environment.
- There is strength in numbers, thus enlarged base of support.

Disadvantages of advocacy partnership

- The young people and disables children who have been victims of negligence or abuse before are unlikely to make decisions.

The purpose of Advocacy

- To promote a change in legislation program or policy.

Identification of Advocacy Partners is done through:

- i. Setting goals
- ii. Defining the message
- iii. Building a team to work with
- iv. Mapping out a timeline
- v. Developing activities and communication.

The Process of advocacy is

- i. Stating and identification of the issues
- ii. Collection of relevant information
- iii. Mobilization of interested parties
- iv. Raising and managing of required resources
- v. Formation of an alliance
- vi. Formation and sustaining of a coalition
- vii. Involving media
- viii. Establishing contacts with the government

3.2 Establish community collaborating advocacy partners as per organization policy

Collaboration: Is the working with one or more individuals to create or produce something.

Collaboration skills: They enable individuals within or outside an organization to engage with each other more efficiently and productively.

Collaborative partnership: Agreement or action carried out by agreeing to share an organization's resources to achieve a common goal.

Benefits of community collaborating advocacy partners are:

- Sharing of expertise and strengths
- Involvement of your relevant community
- Increase of impact by combining of resources
- Eliminate competition

The purpose of establishment of community collaborating advocacy partners as per organization Policy is; to work towards the set organizational goals by division of labour that are agreed upon by the relevant parties. Importance of establishment of community collaborating advocacy partners as per Organization Policy is to:

- Achieve organizational goals
- Solving crucial problems
- Building a social capital
- Preserving community assets

Steps in building a collaborative partnership

- a) Determine the need and readiness; consider benefits gained in collaborating achievement from partnership, does it need support from the community
- b) Recruitment of the right people in an organisation, discuss with potential partners
- c) Access the resource required, identify the skills and competencies required to manage and support the collaboration
- d) Describe the structure of the collaborative partnership. Ensure that the values, mission and principles are clearly defined
- e) Develop a communication strategy; there should be an effective plan between the parties collaborative partnership
- f) Develop and agree on an action plan; should meet the goals and objectives of collaborative partnership
- g) State the possible risk factors for the collaboration, make a list of possible risks to the collaboration
- h) Create an open environment, identify and state points to create and build trust
- i) Celebrate the success

3.3 Strengthen advocacy partnership are strengthened as per organization policy

Strength, knowledge talents, skills and proficiencies that one can do well to complete a task.

How to strengthen advocacy partnership as per organization policy

- Establish a community procedure
- Use of technical tools for efficient results
- Design and assign roles clearly.
- Discuss long term goal prior
- Hold effective team meetings
- Choose participants/ members carefully.
- Identify possible conflict and solutions that best needs interest of all

For a successful advocacy partnership

- One should understand the interests and motivations of their partners
- Choose credible and diverse partners
- Choose an organization with goals and objectives and shared interests.
- Analyse the strengths and weakness and ensure that complement each other importance

3.4 Conduct planning and review meetings as per the SOPs

Conduct: Is the skilful guidance or the method of directing and controlling.

Review: To look broadly over or to survey.

Conduct planning: The activity of thinking about the activities required to achieve a desired goal.

The Purpose of conduct planning is to;

- Achieve the set goals
- Concentrate on the effort of everyone
- Eliminate unproductive efforts
- Minimize on the cost of performance

Steps of process planning

- i. Vision statement:** Is the declaration of the organizational goal that is required to guide its decision making. Inclusive of non-profit making organizations.
- ii. Mission statement:** Is a short summary as to why an organization exists, identifies its overall goal and operations.
- iii. Conduct group analysis:** It is the involvement of the comparison between the actual performance and that of the desired performance. An organization may perform below its potential if it does not make use of the current resources or foregoes investment in technology or capital.

iv. Smart goal

S-stands for specific

M-stands for measurable

A-stands for achievable

R-stands for realistic

T-stands for timely

With these five bases it is possible to measure your progress towards goal accomplishment.

v. Monitor progress

It's the assessment of the performance, rate of responsiveness or improvement to instructions and to evaluate the effectiveness of instruction. Each party's role should be reviewed and clarified frequently so as to manage their expectations. The reviews can be;

- Qualitative , use studies, stories, opinions , survey questionnaires
- Quantitative, use statistics and other trends that indicate change in time.

Methods used to review.

- Keeping meeting records, conversations, with the target audience as well as their responses.
- Tracking of key messages and brief notes
- Carrying out interviews and surveys to determine the impact in your actions.
- Monitoring media and keeping track of coverage.

Evaluation of conduct planning and review meetings as per SOPs

- Were the goals and objectives met?
- How many meetings took place?
- What was the final situation?
- Given another chance what would you do differently?

Conclusion

This learning outcome covered: Meaning and importance advocacy partnership, process of identification of advocacy partners, establishing/strengthening collaborative and coordination of advocacy partnerships and planning and review advocacy partnerships meetings.

Further Reading



1. Read more on the types of advocacy partnership from Israel, Coombe, Cheezum, Schulz, McGranaghan, Lichtenstein, & Burris, (2010). Community-based participatory research: a capacity-building approach for policy advocacy aimed at eliminating health disparities.

10.3.4.3 Self-Assessment



Written Assessment

1. The following are establishments of a community collaborating advocacy partners EXCEPT?
 - a) Solving crucial problems
 - b) Achieving organizational goals
 - c) Achieving personal goals
 - d) Serving as a learning mechanism
2. The following identification of advocacy partners. Which one is not.
 - a) Build a team to work with
 - b) Set a goal
 - c) Develop activities and communication
 - d) Conduct GAP analysis
3. Which one is true? The purpose of conduct planning is to?
 - a) Monitor progress
 - b) Eliminate unproductive efforts
 - c) Choose participants and members carefully
 - d) Celebrate the success
4. The following are importance of advocacy partnership. Which one is not?
 - a) Set priority
 - b) Help to make good decision
 - c) Bring out new skill
 - d) Enable partners to share labour
5. Quantitative is the use of statistics while qualitative is the use of stories.
 - a) True
 - b) False
6. The following are the steps of building a collaborative partnership. Which one is not?
 - a) Determine the need and readiness; consider benefits gained in collaborating achievement from partnership, does it need support from the community
 - b) Recruitment of the right people in an organisation, discuss with potential partners
 - c) Access the resource required, identify the skills and competencies required to manage and support the collaboration
 - d) Develop a non- communication strategy;
7. Underline the purpose of conducting planning
 - a) Maximize on the cost of performance
 - b) Achieve the set goals
 - c) Eliminate productive efforts
8. Differentiate between collaboration and collaboration partnership.

9. What is the advantage and disadvantage of advocacy partnership?
10. What does acronym SMART stand for?
11. What is the aim of advocacy partnership?
12. Differentiate between community and organization.

Oral Assessment

1. Define the meaning of partnership
2. What is advocacy?

Practical Assessment

Develop and implement an advocacy strategy in a humanitarian situation in an organisation that you are based in.

10.3.4.4 Tools, Equipment, Supplies and Materials

- A functional operations office
- Work plans
- Maps
- Transport means
- Computer
- Internet connectivity
- Tablets
- Smart phones
- SD cards and card readers
- Stationery

10.3.4.5 References



- Israel, B. A., Coombe, C. M., Cheezum, R. R., Schulz, A. J., McGranaghan, R. J., Lichtenstein, R., ... & Burris, A. (2010). Community-based participatory research: a capacity-building approach for policy advocacy aimed at eliminating health disparities. *American journal of public health, 100*(11), 2094-2102.
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- William Peterman. (2004). *community development journal* 39(3), 266-276. Britain Oxford Academic

10.3.5 Learning Outcome No 4: Asses advocacy resources and prepare advocacy campaign plan.

10.3.5.1 Learning Activities

Learning Outcome No 4: Asses advocacy resources and prepare advocacy campaign plan		
 Learning Activities	Special Instructions	
4.1 Identify advocacy objectives as per organization policy 4.2 Identify activities are identified as per organization policy 4.3 Prepare a work plan as per the activities identified 4.4 Prepare a budget is prepared as per the work plan 4.5 Determine and allocate resources and allocated as per work plan 4.6 Develop a timeframe is developed as per organization policy	Discussions Meetings Training seminars	

10.3.5.2 Information Sheet No10/LO4: Asses advocacy resources and prepare advocacy campaign plan



Introduction

This learning outcome covers: Process, formulation and identification of advocacy activities and objectives, advocacy planning, budgeting, resource mobilisation and allocation for advocacy understanding methods of resource allocation.

Definition of key terms

Budget: This is a plan on finances of a given organization that has a detailed outline of expenses to be made within a period of time. It is a financial plan that allows resources on the different planned activities within an organization over a specified period of time. It allows for accountability and efficiency in the allocation of resources in an organization. Making sure there is no loss in the end

Monitoring and evaluating: Is the constant observation of the progress of an organization's resources over a specified period of time to ensure there is flow and that efficiency relevance and effectiveness is met when a project within an organization is being carried out.

Content/Procedures/Methods/Illustrations

4.1 Advocacy objectives are identified as per organization policy

Advocacy is defined as a tool for putting a problem on the agenda, providing a solution to that problem and solution (Ritor Shaimu).

This definition clearly spells out that advocacy is all about change that comes as results of identifying the social problem in a community. Mobilizing all the stakeholders affected by the problem to come up with effective solutions and can be done directly or indirectly by the oppressed individual or community

Identifying advocacy objective

An objective is an intended input or effect of work you are doing. When identifying an advocacy objective one consider the following factors:

- The target of the advocacy

Relevance of the advocacy to the people who need change. To be able to come up or identify the objectives of advocacy one has to consider the following steps in the advocacy process planning for the success of the advocacy goals.

- i. One has to clearly outline goals of the advocacy that will clearly lead to effective change
- ii. Clearly identifying the problem that has to be solved through advocacy
- iii. Define a viable solution to the problem that needs to be solved, evaluate the resources is monitory or not that is need in finding the process of advocacy
- iv. Evaluate the pros and cons of using a certain type of advocacy in mitigating the problem
- v. make a decision on the best mode of advocacy
- vi. Create a time frame of the process of advocacy final stage in implementing the relevant advocacy activity needed for advocacy to be effective

Characteristics for advocacy to be effective include the following;

- Clearly spelt out goals
- Advocate identifying exactly the people who can deliver that goal the decision makes that can effect changes
- The right people with the right skills and contacts
- Resources to achieve the set objective

Effective advocacy is when

- The problem can be acted upon. People know exactly what to do next with information obtained from the advocacy pros.
- Your audience understands the actions to be taken. The advocacy requirement is in sync with what the people want to change. It is important to note that at times when the question is about the importance of goals or objectives of advocacy in an organization the answer may be in form of mission statements and to be able to make it more realists it can be in terms of both long term and short term objectives.

After this topic a student should be comfortable with coming up with different mission statement that can be used in advocacy in a real life situation

Importance of advocacy

- Depending on the organizations policy the objectives of advocacy is usually clearly spelt out the problem and comes up with solutions that are used in effecting the change.
- Secondary leads to improvement of different action plans hence improve output. Advocacy leads to formulation of different recommendations based on an organization policy that would affect positive solution to a problem. It gives voice to the voiceless in that their problems can be heard and solved effectively. It gives room for more formal effective and accountable way of problem solving.

4.2 Activities are identified as per organization policy.

Depending on the organization policies they can choose to adopt various activities like: Medical complain that is, use of different medical platforms to campaign for a social change or pass their information through different media platforms like television, radio, and internet. Public speaking can be through rallies and campaigns. Public research in order to pass the message and advocate for change. Lobbying often used by lobby, groups where by the approach used is direct to legis actura depending on the issue at hand. A more radical approach would be used for peaceful demonstration by the agreed parties in order to reach the necessary people who influence the change. The change in the society's social media has proved to be a very powerful tool that can be used in advocacy. All this forms the activities that an organization can choose to use in advocacy depending on their policies and guidelines that govern them.

Identifying advocacy activities

In advocacy, a number of factors will determine the activities one should consider in advocacy:

- Select your priorities well: What exactly you want to achieve by the activity
- Identify the target audience hence choose the best activity that they can identify with
- Choose well the medium that will be used for information dissemination that is geographical area ensuring your target audience is reached
- Evaluate and take stock of the gaps that will be evident when choosing the type of advocacy activity

4.3 Work plan is prepared as per the activities identified.

A work plan identifies a detailed outline of activities or task to be done in a given period of time and can be adjusted on an organization needs. In preparing a work plan certain factors should be considered like identifying the main purpose of your work plan in this case one should:

- Consider the purpose of the activity to be used in advocacy
- What the activity entails

- Relevant of the work plan to the finale desired goal consider the time frame chosen in coming up with the work plan
- The work plan should be able to identify the challenges and constraints of carrying out the set activity
- The work plan should be able to categorically spell out who is accountable for what and when in the process of carrying out the activity. It should clearly spell out the action steps needed in conducting successful activity

Example of a work plan template:

- **Title:** Organize a work plan for activity X 2020
- **Introduction:** One is to clearly state the specific reason for writing a work plan and the project include
- **Background:** State the reason for coming up with the plan based on research, characteristic, problem and past plans
- **Goals:** ultimate outcome expected after the activity
- **Objectives:** Objectives are the goals or aims to be achieved after the activity is done
- **Conclusion:** Should be able to clearly evaluate the success of the activity

4.4 Budget is prepared as per the work plan

It is crucial to know that the work plan is an activity. That is what leads to effective budgeting through the work plan allocation of funds needed to effect the activity if possible hence before coming up with a budget an individual should have clearly drafted it just before effective allocation of funds according to clearly spelt out work plan.

Factors to be considered when preparing a budget include:

- Work plan that is the detailed outline of activities to be done resources that the organization has or has allocated to the given activity.
- Expenses to be incurred depending on the market rate of the expenses.
- A budget should be able to clearly state the amounts in monitoring value of the expenses to be incurred when conducting the activities.

4.5 Resources are determined and allocated as per work plan

Resources are the assets in form of funds of an organization that can be used to cater for an organization day to day expenses. When allocating resources one must know the scope of the activity depending on the work plan. Expenses that the activity will incur depending on the budget approved by the organization. The work plan will help in analyzing the resources requested to be used hence determine the amount realized for the activities in resource determination. The tasks are allocated to both un-human and human resources.

4.6 Timeframe is developed as per organization policy.

It is a specified period of time in which a certain project or activity is planned to take place. In setting a time frame, the following should be considered

- How much time is needed to reach the desired goals? Based on the internal and external analyses how long can an organization found the planned activities
- The student should read widely and come up with factors that should be considered when developing a timeframe. Importance of timeframe work is planning in checking and aids in the evaluation of the project making sure there is no overlap in the deliverable

Conclusion

This learning outcome covered: Process, formulation and identification of advocacy activities and objectives, advocacy planning, budgeting, resource mobilisation and allocation for advocacy understanding methods of resource allocation.

Further Reading



1. Read more on assess advocacy resources and prepare advocacy campaign plan from Jenkin, Wilson, Murfitt, Clarke, Campain, Stockman, & McSivvi, (2015). The human rights needs and priorities of children with disability in Papua New Guinea.
2. Read more on assess advocacy resources and prepare advocacy campaign plan by Bhugra, Satorious, & Rose, (2014). The rise of consumerism and local advocacy.

10.3.5.3 Self-Assessment



Written Assessment

1. The work plan of a given activity will determine the budget prepared by an organization
 - a) True
 - b) False
2. The following are factors to be considered when identifying advocacy activities.
 - a) Select your priorities well: What exactly you want to achieve by the activity
 - b) Identify the target audience for resource looting
 - c) Chose well the medium that will be used for information dissemination that is geographical area ensuring your target audience is reached
 - d) Evaluate and take stock of the gaps that will be evident when choosing the type of advocacy activity

3. Identify one factor to be considered when identifying work plan
 - a) Consider the purpose of the activity which will not be used in advocacy
 - b) What the activity entails
 - c) Relevant of the work plan to the finale desired goal should not consider the time frame chosen in coming up with the work plan
 - d) The work plan should not be able to identify the challenges and constrains of carrying out the set activity
4. Is lobbying part of advocacy?
 - a) True
 - b) False
5. Which one of the below is not an indicator of advocacy activity?
 - a) Process
 - b) Output
 - c) Resources
 - d) Outcome
6. Which one is not a form of advocacy?
 - a) Lobbying
 - b) Violent strikes
 - c) Public participation
 - d) Legislation
7. The following are factors to consider while coming up with an advocacy campaign plan which one is not?
 - a) Resources
 - b) Target audience
 - c) Outcome
 - d) Geographical area
8. Define work plan.
9. Come up with a template sample of a work plan.
10. Identify four principle of advocacy.
11. Name five activities that can be used in advocacy campaign plan in a given organization.
12. Give five factors to consider when allowing resources for an advocacy activity.

Project Assessment

There has been an increased case of gender based violence in Elgeyo marakwet. Come up with a detailed activity work plan to be used to advocacy for change in Elgeyo Marakwet

10.3.5.4 Tools, Equipment, Supplies and Materials

- A functional operations office
- Work plans
- Maps
- Transport means

- Computer
- Internet connectivity
- Tablets
- Smart phones
- SD cards and card readers
- Stationery

10.3.5.5 References



- Bhugra, D., Satorious, N., & Rose, D. (2014). The rise of consumerism and local advocacy. *Essentials of global mental health*, 103-109.
- Bhugra, D., Satorious, N., & Rose, D. (2014). The rise of consumerism and local advocacy. *Essentials of global mental health*, 103-109.
- Jenkin, E., Wilson, E., Murfitt, K., Clarke, M., Campain, R., Stockman, L., ... & McSivvi, Z. (2015). The human rights needs and priorities of children with disability in Papua New Guinea.
- United Nation Office on drug and crime: Training Manual on Advocacy

10.3.6 Learning Outcome No 5: Carry out advocacy activities.

10.3.6.1 Learning Activities

Learning Outcome No 5: Carry out advocacy activities		
	Learning Activities	Special Instructions
5.1 Prepare adequate logistical plan as per organization policy 5.2 Implement advocacy plan as per organization policy 5.3 Monitor advocacy plan as per organization policy 5.4 Prepare and share a report and shared as per SOPs		Group discussion Case studies

10.3.6.2 Information Sheet No10/LO5: Carry out advocacy activities



Introduction

This learning outcome covers: Logistical planning for advocacy programme, implementation and monitoring of advocacy plan and documentation of advocacy activities.

Definition of key terms

Advocacy: Refers to a public support towards a cause of action or the process where an individual or a group aims to influence resource allocation as well as decisions that cut across political, economic and social factors and institutions.

Logistics: Is a process that ensures there is efficient flow of products from their original point to point of consumption and that they are properly stored.

Monitoring: Is the process of checking the progress or the quality of something over a given period of time.

Content/Procedures/Methods/Illustrations

5.1 Adequate logistical plan is prepared as per organization policy

Logistics is an art concerned with the obtaining, producing and distributing materials in the proper place and in proper quantities. Such resources include physical items such as food, equipment, materials, or other abstract items such as time and information. A logistics plan is developed to serve as a link as well as to help in the synchronization of the overall supply chain process. It also ensures that maximum customers' satisfaction is attained. This concept of satisfaction has 3 unique dimensions that must be attained to ensure it is met. These are:

- Cost
- Convenience
- Confidence

Importance of a logistics plan

- It ensures that the customer is satisfied by the products and is retained.
- It helps eliminate bottlenecks and stresses on the aspects of transparency and efficiency.
- It improves efficiency; this is because it makes it easier to spot any faulty areas.
- Helps improve on the delivery of better services to their customers. These better services include improvement in delivery times and quality customer service.
- Serves as a means of attracting more clients in the business which in turn boosts the revenues.

Steps followed in developing a logistical plan

- i. The services offered by the organization are well defined. This helps in avoidance of compromises that could result as result of the lack of clarity.
- ii. The primary and the secondary markets have to be determined. This step is often dictated by the organization capacity and capability to handle materials, produce, package, and transport the materials.
- iii. The competitors of the organization identified. Every organization regardless of how rich their services could be, identifying the competitors helps in refining the organizations vision and focus.
- iv. The value proposition is outlined; in terms of what makes the organization shine, or standout from the others in a way that the clients can understand.
- v. Allocate a budget. The money that would be spent on the logistics is stipulated on a budget
- vi. A marketing plan is developed to ensure that the value is promoted. It is worth noting that a logistics plan ensures that the logistics services are provided to the clients at the lowest cost possible.

Factors considered when making a logistical plan

- Goods
- Storage
- Delivery of goods to a specific location

Parameters that affect a logistical plan include: -

- Time
- Cost
- Transportation

A logistical plan helps one to be ready to handle all the unforeseen challenges that may arise. These challenges can be related to:

- The lack of transport
- Internal factors affecting the organization
- The products/services offered by the company

In preparing a logistics plan companies and organizations often adapt two major philosophical approaches; these are:

The biased approach strategy: This is where a supplier who represents a certain is used; solutions are often determined by the availability of resources. The biased approach strategy that often gives a lot of thought on the capacity available for the plan to be a success. It often includes a lot of consultation from other firms that lack the exclusive collaborations with the suppliers.

A logistical plan is often prepared by the departments that carry out the supply chain activities. These are the departments that that oversee the implementation, control, and efficient flow, storage of both goods and services from the point of origin to that of consumption to ensure the customers' needs are met. A logistical plan is often prepared when the procurement department deems fit to do so after they consider how the desired results can be achieved; this process begins before the requisition process is placed, and it involves a close working association/relationship between the whole of the operational team who request the purchase with the aid of the procurement officers.

5.2 Advocacy plan is implemented as per organization policy

An advocacy plan considers factors like goals, objectives, target groups and the specific activities that are supposed to be undertaken. It also clearly sets out the responsibilities and roles expected of the stakeholders, the time frames, the anticipated outcomes and the resources available for disposal. An advocacy plan should be flexible so as to address the dynamic needs of the implementation process. An advocacy plan has to respond to the emerging needs and has to offer the awareness needed by the clients.

Steps involved in developing advocacy plan

- i. Pick out and comprehend the topic. This brings the focus to what topic is about, whom it affects and the magnitude of that specific topic
- ii. Pinpoint the specific problems that need to be addressed
- iii. Identify the steps to be taken. This means that the available suggestions should be dropped to at least two/three
- iv. Pin down the advocacy target
- v. Collect a lot of background data, that supports why the work needs to be done
- vi. Identify the strengths that each member has, the unique skills, knowledge that would be useful in the advocacy.
- vii. Come up with advocacy plan by first realizing the goals
- viii. Keep a track sheet to account for the outcomes

Steps of implementing advocacy plan

- i. Mobilizing resources
- ii. Document the current goals objectives
- iii. Assess the quality and quantity of services in intellectual property (IP)
- iv. Consult a network of successful implementation
- v. Assign tasks as per organization policy
- vi. Implement the plans

Importance of an advocacy plan

- It helps in the correct selection and usage of tools
- It breaks down large goals into small manageable goals
- It helps in the utilization of the scarce resources that are available at the organization
- It helps keep people aware of the time frames and the deadlines
- It helps the organizations to gear towards the right direction

Challenges experienced in advocacy

- Having unclear objectives
- Could lack a strategy
- Could have a wrong stipulation time
- Could be communicated poorly

Factors considered creation of an advocacy plan

A good advocacy plan therefore considers factors like those of: -

- Personal safety where the individuals are not placed under kind of risk
- Protection of programs
- Maintains relationships and even welcomes new suggestion
- Lack the reputation risk
- It is cost friendly

5.3 Advocacy plan is monitored as per organization policy

Monitoring: Is the tracking of a program success, whether it arrives at its goals and fulfils its objectives. It often involves recording of all the occurrences happening in the program. It helps in determine the existence of any faults in the whole program so as to be correct them early enough. It helps in attaining of the organizations effectiveness of its programs and also helps in the achievement of the activities in the most efficient manner.

Importance of monitoring the advocacy plan

- It helps assess the quality of the advocacy plan
- It helps identify the valuable resources that could be used to achieve the goals of the advocacy plan
- It helps in the usage of resources available effectively and efficiently

- It helps identify any possible sources of errors in the advocacy plan
- It also helps in the planning and the implementation of the advocacy plan

Focus areas monitoring:

- The performance monitoring
- The process monitoring
- Progress monitoring
- Progress validation

Progress monitoring

Progress monitoring is done using guidelines that are developed by the staff. These guidelines are used when implementation begins. It helps in identifying any gaps that could be present and ways of filling them are devised. Progress monitoring ensures that the target set are attained. It is done using a tracking sheet that uses output indicators that determine whether the targets are met in addition it helps to ascertain that the plan is on track. Performance monitoring is done using a baseline data that has outcome indicators that are subject to behaviour change.

Monitoring focuses on the following key areas:

- Activities: Whether they have been completed within the stipulated time
- Outputs the tangibles that have been realized
- Outcomes: What changes and to what extent have the affected the outcomes
- Impact: The effect that has been realized and the effect on the long-term goals and why and how they can be addressed.

5.4 Report is prepared and shared as per SOPs

A report is a brief description of activities that might have taken place and is often in a prose form. Information written in reports is often well organized and the description is usually detailed.

Details of a report

- Title: Should be short, precise and clear
- Abstract: Describes the report in a nutshell
- Introduction: Sets the scene of the report. Aims and objectives of the program are defined and stated in the introduction
- Methodology: Describes the steps done in a sequential manner
- Results: That display the findings
- Data presentation that graphically presents the results; could be pie charts, polygons.
- Discussion: That forms a link between the findings and the study
- Conclusions: That forms a summary of the major issues in the study program.
- References: Accredits the author who may have been helpful in the study
- Appendices: Contains primary data, glossary of terms

Sharing of reports considers the following criteria

- The statistics of interest
- The format that would be used
- The image of the report
- Expert analysis
- Any social activity

Conclusion

This learning outcome covered: Logistical planning for advocacy programme, implementation and monitoring of advocacy plan, documentation of advocacy activities

Further Reading



Read more on conducting advocacy activities from; CD Child, KA Gronjberg (2007); Non-profit Advocacy organizations: Their characteristics and Activities;

10.3.6.3 Self-Assessment



Written Assessment

1. Customer satisfaction has the following dimensions, cost, convenience, confidence
 - a) True
 - b) False
2. Which of the following is not a type of monitoring activity?
 - a) Performance
 - b) Process
 - c) Analysis
 - d) Progress
3. A report should contain the following indices for it to be considered complete: (Title, Introduction, Objectives, Methodology)
 - a) True
 - b) False
4. Any raw data should not be visible in the report
 - a) True
 - b) False

5. A good advocacy plan is flexible and responds to the emerging needs
 - a) Agree
 - b) Disagree
6. Reports are often written in prose format, which makes them appear too detailed
 - a) Agree
 - b) Disagree
7. The following are key areas that should be a focus of any monitoring activity except one, which one is it
 - a) Activities
 - b) Impact
 - c) Outcomes
 - d) Expectations
8. Differentiate between advocacy and lobbying.
9. Highlight at least 5 activities that comprise advocacy work.
10. Explore any parameters that are likely to be include in the making of a logistic plan.
11. Discuss the various crucial steps in preparing advocacy plan.
12. Briefly explain what a monitoring tool is.

Oral Assessment

1. Why is logistics planning important in advocacy programs?
2. How can this planning be improved?

Project Assessment

Briefly discuss the procedures that should be followed when carrying an advocacy program in a school setting.

10.3.6.4 Tools, Equipment, Supplies and Materials

- A functional operations office
- Work plans
- Maps
- Transport means
- Computer
- Internet connectivity
- Tablets
- Smart phones
- SD cards and card readers
- Stationery

10.3.6.5 References



CD Child, KA Gronjberg (2007); Non-profit Advocacy organizations: Their characteristics and Activities; Wiley Online Library.

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M Christopher (2010). *Logistics and Supply Chain Management*, Prentice Hall

M.J Ratts, Am Hutchins, (2009); Social Justice Advocacy at the client/student level.

10.3.7 Learning Outcome No 6: Undertake advocacy and lobbying follow up

10.3.7.1 Learning Activities

Learning Outcome No 6: Undertake advocacy and lobbying follow up		
 Learning Activities	Special Instructions	
6.1 Evaluate Advocacy activities (Community mobilization, community empowerment programmes, and advocacy forums at various levels of governance) social accountability mechanisms as per the set plan 6.2 Prepare evaluation report as per organization policy 6.3 Identify recommendations as per the evaluation report	Written assessment	

10.3.7.2 Information Sheet No10/LO6: Undertake advocacy and lobbying follow up



Introduction

This learning outcome covers: Meaning and importance of lobbying, distinction between lobbying and advocacy, the process of lobbying and lobbying techniques.

Definition of key terms

Dissemination: It is the fact or action done to spread something, especially information widely.

Community mobilization: Is a process through which a n action is stimulated by a community itself, or by other, that us planned, carried out and evaluated by community's individual groups and organization on a participatory.

Content/Procedures/Methods/Illustrations

6.1 Advocacy activities social accountability mechanisms are evaluated as per the set plan

Advocacy is the public support for or policy or recommendation of a particular cause. Advocacy can also be the profession or works of a legal advocate.

Social accountability

These are the actions initiated by citizen groups to hold public officials, politicians and service providers to account for their conduct and performance in terms of delivering services, improving people's welfare and protecting rights. Social accountability also means gathering, analysing and disseminating information, mobilizing public support and advocating and negotiating for change.

Accountability mechanisms are mainly applied in;

- Monitoring on the sustainability of changes.
- Identification of areas of improvements and mobilizing entry points
- Gathering information through different techniques.
- Having different debates and disseminating results
- Building alliances and supports through lobbying and campaigns to have common voices.
- Negotiating for changes through interface meetings and forums.

Activities of advocacy work

- **Organizing:** Built power at the base, mobilize young people in their communities to speak up and advocate for a campaign to increase investment in teen programs.
- **Educate legislators:** Provide information on issues such as education bills to help the citizens.
- **Organize a rally:** Mobilize for your cause.
- **Regulatory efforts:** Take action at the agencies.

Pillars of social accountability

- **Organized and capable citizen groups:** The capacity of civil society is a key factor of successful social accountability. The level of organization of citizen groups, the breadth and scope of their membership, their technical and advocacy skills, their capacity to mobilize resources, effectively use media to strengthen their legitimacy and quality of their conduct.
- **Responsive government:** Government receptivity to citizen's participation is embodied in the combination of the set of laws, rules, practices and cultural morals in any given political and economic situation.
- **Context and cultural appropriateness:** The parameters for social accountability are largely determined by existing contextual and cultural conditions.
- **Access to information:** Information is power because of the availability and reliability of data.

The purpose of advocacy

- Promote or reinforce a change in policy, program or legislation.
- It aims at winning support from others, i.e. Creating a supportive environment.
- Promoting reproductive health and rights.
- Ensuring government commitment by electing donor support.

Advantages of advocacy

- Helps to get people understand your point of view.
- Makes it easier for you to get information in a way to understand.
- Assists with expressing your views effectively.

- Helps in choosing what you want to do
- Assists you, to see what other services are available.

Disadvantages of advocacy

- Advocacy is only for those with capacity.
- Advocacy must make others understand because of the communication barriers.
- Advocacy activities may be considered by some to be taking a paternalistic.

Types of advocacy

- **Self-advocacy.** This is individual's ability to effectively communicate his/her own interests, desires, needs and rights.
- **Group advocacy.** These are people with shared experiences, positions or values coming together in groups to talk and listen to each other and speak up collectively about issues that are important to them.
- **Peer advocacy.** It refers to one on one support provided by advocate with a similar disability or experience to a person using service.
- **Citizens' advocacy.** Civil society needs to be fully equipped with the policy requirements promoting civic engagements in development process, through networking and forging of partnerships with relevant structures and institutions such as the media to facilitate and raise awareness around the importance of the realization of human rights in development process. The importance of the realization relates entirely to prioritization of community needs in service delivery implementation.

6.2 Evaluation report is prepared as per organization policy

Evaluation report is the document which reports the result, findings interpretations, conclusions or recommendations. It basically gives the summary of the points covered during evaluation.

An evaluation is an assessment of certain topics or subjects typically conducted for a specific purpose

Importance of evaluation report

- It is an essential way of presenting an evaluation to a certain audience
- It intends to promote awareness on how the evaluation reached its outcomes and conclusions.
- It is an effective way to disseminate findings of an evaluation to the people concerned.
- It is the essential report in which conclusions are derived from a specific evaluation to ensure its transparency, and to be able to properly use such conclusions in future.
- It is used to determine if the time and resources allocated for such evaluation were used accordingly.

Key components of the evaluation report

- **Title or header:** This contains a class and a concise title, the author's names and date of preparation etc.
- **Executive summary:** It contains a brief summary of the subject of the report.
- **Table of contents:** This is the overview of the contents of the report and their respective pages.
- **Introductory remarks:** This is the short report introduction on the purpose and target of the evaluation.
- **Scope:** It discusses the evaluation focus
- **Resources and methods:** These are materials, equipment and methods involved in the evaluation
- **Summary:** Includes findings, conclusions and interpretations derived in the evaluation.
- **Recommendation:** It provides an idea on information dissemination and intended use of the evaluations findings and conclusion.
- **References:** It contains the references used by the authors upon report writing and evaluation.

Tips in writing an evaluation report

- Think of a purpose. It creates a foundation of the evaluation business report
- Gather the most important details of the evaluation to be included in the report.
- Know the audience of your report. This includes the people who will view the report, its users and in the most cases, the evaluations subjects.
- Divide the report into different sections. This promotes better distribution of ideas and content of the evaluation itself.
- Write in a deck manner. This allows your audience to comprehend the ideas you present better
- Proofread your report

Proofreading is the best way to get rid of the possible errors your report might contain.

The purpose of the evaluation report

- To provide a transparent basis for accountability for results.
- For decision making on policies and program.
- For learning
- For drawing lessons
- For improvement

Types of evaluation

- **Formative:** It includes pre testing, is designed to assess the strengths and weakness of materials or campaign strategies before implementation
- **Process:** It is the examination of procedures and tasks involved in implementing a program.
- **Outcome:** It is used to obtain descriptive data on a project and to document short term results.
- **Impact:** It is the most comprehensive of the four evaluation types.

6.3 Recommendations are identified as per the evaluation report

A recommendation is a suggestion or proposal as to the best course of action, especially one put forward by an authoritative body. Evaluation recommendations indicates that the reviews for your paper are complete and the associate editors is evaluating the reviewer's suggestion to arrive at a decision about your paper.

The process of formulating evaluation recommendation

- i. **Timing:** Begin easily to think about recommendations early on.
- ii. **Engagement:** Engage with decision makers and implementers
- iii. **Consultation:** Consult with thematic experts and review literature.
- iv. **Validation:** Progressive validation of the recommendations.

Things to include in the recommendations report and should not be avoided

- **Number:** Limit the number of recommendations.
- **Clarify:** Make certain that the recommendations are sufficiently clear.
- **Evidence:** Show the evidence for each recommendation
- **Feasibility:** Check human and financial resources are or can be made available.

Things which must be included in report recommendation

- **Categories:** Group recommendations under a few categories
- **Priorities:** Indicate which priorities of the recommendations.
- **Verifiability:** Facilitate monitoring and implementation of the recommendations
- **Responsibility:** Support identification of those responsible for implementing the recommendations.

Importance of evaluation report recommendations as per organization policy

- Recommendations are being regarded as a new key measure of determining whether or not products, services and business are successful
- It is the leading reason they buy a product or service
- It helps the companies to understand how they can actually shape, monitor, and manage how their brand is recommended
- Recommendations crates a good reputation of the organization.

Lobbying

This is to seek to influence a legislator on an issue

Importance of lobbying

- Lobbying ensures that law makers are well funded for the next election.
- It facilitates communication between the public and lawmakers.
- It creates an advantage in government for wealthier citizens and cooperation's
- It reduces opportunities for corruption in government because it reduces the role of money.

The distinction between lobbying and advocacy

Advocacy: This is simply finding and using your voice. It is the process or act of raising awareness or providing information in favour of an idea cause or policy.

Lobbying: Is any attempt to influence specific legislation generally conducted in either or each of directly contacting or urging the public to contact, policy makers for the purpose of proposing, supporting or opposing certain legislation or by advocating the adoption or reselection of targeted legislation.

Process of lobbying

i. Research the issue and lawmakers

Make sure you have done your homework about the issue at the stake and selected official you would like to meet with in person.

ii. Schedule the meeting with your elected official

Most legislators wish to meet with their constituents where opinions are valuable. Brief the background about the issue, personal story and a clear presentation.

iii. Finalize pre meeting details

If you are meeting with your elected officials in a small coalition, it is important to determine prior to the meeting who your spokesperson or lead speaker will be.

iv. Evaluate legislative advocacy

Choose the elected official who was evaluated to be the best and who will work according to the wishes of the citizens.

Lobbying techniques

- **Lobbying by letter or email.** They typical method for conducting a representative usually begins with an email.
- **Lobbying by phone.** While letters or personal visits are the most effective methods of lobbying, telephone calls can be especially important for time sensitive lobbying efforts
- **Lobbying state and local levels.** Although federal laws have a tremendous impact on preservation, the success or failure of preservation may be determined at the local level.

Conclusion

This learning outcome covered: Meaning and importance of lobbying, distinction between lobbying and advocacy, the process of lobbying, lobbying techniques.

Further Reading



1. Further read on lobbying by Berg, (2009). Finding connections between lobbying, public relations and advocacy.
2. Study on non-profit advocacy by Belzer, (2011). Building advocacy from within: Report on the West Coast listening post project roundtable on non-profit advocacy and lobbying.
3. Read on advocacy by non-organization from Smith, & Pekkanen; R.(2012). *Resisting advocacy by non-profit organizations*.

10.3.7.3 Self-Assessment



Written Assessment

1. Give the meaning of lobbying?
 - a) Lobbying is to give out policies to the public
 - b) Legislation which public views are aired
 - c) Seeking influence, a legislation on an issue
 - d) Having the idea about the government.
2. What is the correct answer about the purpose of evaluation report?
 - a) Provide a transparent basis for accountability for results
 - b) To monitor and give out the desired results
 - c) To promote accountability and transparency
 - d) It's a way the organization wants to get recommendations.
3. _____ is NOT a type of evaluation report?
 - a) Formative
 - b) Process
 - c) Procedure
 - d) Impact
4. Which of the following should not be included in the evaluation report?
 - a) Number
 - b) Truth
 - c) Clarity
 - d) Feasibility

5. Identify advocacy method from the following.
 - a) Self-advocacy
 - b) General advocacy
 - c) Influence advocacy
 - d) Appeal advocacy
6. Why is the evaluation report important?
 - a) Because it provides the recommendations
 - b) It has a way to award the successful person
 - c) It promotes awareness on how evaluation reached its outcomes and conclusions
 - d) It has a good timing and good results
7. Which of the following is the component of evaluation report?
 - a) The topic
 - b) Brief description
 - c) Introduction
 - d) Scope
8. Describe the limitations of advocacy
9. Discuss the types of lobbying
10. Describe the process of lobbying
11. Examine the factors to consider while preparing an evaluation report.

Oral Assessment

1. Differentiate between lobbying and advocacy?
2. What are the barriers of recommendation in the evaluation report as per the organization policy?

Practical Assessment

Develop a strategy outline for lobbying.

10.3.7.4 Tools, Equipment, Supplies and Materials

- A functional operations office
- Work plans
- Maps
- Transport means
- Computer
- Internet connectivity
- Smart phones
- SD cards and card readers
- Stationery

10.3.7.5 References



Journal of international relations and development, 20 (1), 190- 214. (2018)

Molina, J. (2019). ‘Would you make your very best case’? *Enforcing lobbying regulations through stipulation practice.*

Smith, S.R; & Pekkanen; R. (2012). *Resisting advocacy by non-profit organizations.* Voluntary sector Review, 3, no.1 (2012):35-49.

10.3.8 Learning Outcome No 7: Document advocacy and lobbying activities

10.3.8.1 Learning Activities

Learning Outcome No 7: Document advocacy and lobbying activities		
 Learning Activities	Special Instructions	
7.1 Identify documentation procedures as per SOPs 7.2 Store documents are stored 7.3 Prepare documentation plan as per the organization policy 7.4 Prepare documentation tools as per organization policy 7.5 Conduct documentation analysis is conducted as per the organization policy	Discuss forums Group discussion Lecturer method	

10.3.8.2 Information Sheet No10/LO7: Document advocacy and lobbying activities



Introduction

This learning outcome covers: Meaning and importance of documenting advocacy and lobbying, storage, preparation and conducting document analysis for advocacy and lobbying activities.

Definition of key terms

Advocacy: This refers to the practical application of knowledge to purposely create social changes and development.

Lobbying: Refers to inclusion activities that influence the decision makers in the political and community aspects in the course of creating social changes and support.

Implement: This is the process or putting into practice an example putting into practice of a community initiative.

Content/Procedures/Methods/Illustrations

7.1 Documentation procedures are identified as per SOPs

In advocacy and lobbying, documentation matters to ensure that right procedure are followed and every aspect noted to avoid unnecessary practices such as omission. Therefore, the principles, goals and types of advocacy are important lookouts in the documentation process.

Procedure of identifying documentation:

- i. **Identifying and naming of the activity:** The preliminary step is to identify the social activities to be undertaken and then ascribe a name to it for purposes of identity and references.
- ii. **Defining the activity scope:** A brief description should be given in what should not be involved in the due process of the activity.
- iii. **Explain the limits of the activity:** The activity start and expected end date is specified and noted down.
- iv. **Take note of inputs and outputs of the activity:** Capture the activity inputs and outputs to avoid confusing the parties who will engage in the activity.
- v. **Capture the activity steps sequentially:** The steps pertaining the conduction of the activity should be chronologically noted.
- vi. **Describe the activity partners:** The individuals to undertake the activity are identified and details captured.
- vii. **Compilation and filing:** The whole activity steps and practice is composed, noted and filed for purposes of reference.

Advocacy principles in relation to documentation

- **Independence:** The principle requires that documentation of every activity stands out on its own without mixing with others.
- **Clarity of purpose:** The principle requires that activity documentation is done in visible and comprehensive manner to be clear to the readers.
- **Safe guarding:** The principle requires that the underlying core matter of documentation is to prevent any problem and misunderstandings for activity partakers.
- **Empowerment and putting people first:** The principle requires that the documented activity serves to make individuals more informed than before.
- **Accountability and complaints:** The principle requires that the activity documentation renders justification which explains how and why the undertaking of that activity.

Goals of advocacy and lobby documentation

- To educate the public of the activity in a more organized manner
- To enable accessibility of activity performance procedures which are in compiled form
- To achieve greater accountability for any community activity.
- To specify laws and regulations that better guide the social change processes for better social work

Type of advocacy as per documentation

- **Representation advocacy:** It is speaking on behalf of one self and the general public.
- **Mobilization advocacy:** It is encouraging others to speak for themselves.

- **Empowerment advocacy:** It is letting others know their rights to express themselves and be heard.

7.2 Documents are Stored

In addition to noting down the process of advocacy and lobbying activities, the relevant support materials are supposed to be provided to serve as evidence and record the undertaken activity. The storage of those documents is paramount for the purposes of proof and accountability for the community activity.

Methods of documents storage

- **Filing method:** In this method, the documents to be stored are majorly hard copies thus can be organized in spring or cabinet files for storage. This method is both a traditional and modern way of storing documents as needed for reference.
- **Back-up method:** Is a document storage method where soft copy documents are uploaded to web-based platforms for storage and can be retrieved at any time of need. The method is modern with high use of technology.
- **Computer archiving:** This is a method in which activity documents are saved and stored in computer systems of the organization.

The process of storing documents in an organization

- **Create source by re-organizing the work place:** This is a very important practice which helps to create space especially for the storage of hard copy documents.
- **Get files:** Hard copy documents can be safely kept when put in protective files.
- **Clear labelling:** This helps to mark the documents for easy retrieval in the time of need and for orderly storage.
- **Sort documents:** Let the documents to be stored be organized in order of importance, similarity or any assigned order.
- **Use storage boxes:** Make use of boxes that can enclose the documents for their safety.
- **Apply massive technology in document storage:** Being a technology era, it is good to massively apply technology in the document storage.
- **Maintain the storage system:** Regularly go through the files to determine the document to be kept and the one to be disposed.

7.3 Documentation plan is prepared as per the organization policy.

Documentation plan is a technically written document that spells out the details of a task to be performed. The plan includes aspects such as project name, objective and scope, detailed content plan, estimations of activity time frames, responsible parties for the activity, work flows, and resource requirements among others.

Preparing a documentation plan

- **Composition and submission of the plan:** Write well and present the documentation plan to either external or internal client in need of it.
- **Receive feedback:** The client sends back the communication regarding receiving of the documentation plan and highlighted errors.
- **Correction, editing and second submission:** The errors identified by the client are rectified to make the documentation plan complete.
- **Get an approval:** Usually in a written form, an approval should be got to be sure of compliance with the plan.
- **Commence project documentation:** Start the compilation of the project and write down every part of the project activities.
- **Edit the documentation plan if necessary:** In the process of compiling the project documentation, need may arise to make changes on the documentation, need may arise to make changes on the documentation plan to capture and accommodate all the project details.
- **Complete the project as per the documentation plan:** The documentation plan should effectively guide the completion of the project.

7.4 Documentation tools are prepared as per organization policy

One of the hardest parts in documentation is the choice of tools to use in the process and the maintenance of such tools. Preparation of the documentation tools should therefore be focused on ensuring that the right choice of tools is made for better documentation. The organization policy should be applied as the basic guideline in the preparation of the tools.

Preparation of document tools

- **Labelling and naming of the tools:** Assign identities to the documentation tools for easy identification and organization.
- **Issue trackers to the tools:** Attach tracking features to the tools which can improve the ease of accessing the tools.
- **Link the tools:** Interrelated tools should be connected to ensure that they can be organized close to each other for easy access.
- **License and insure the tools:** To ensure safety and compliance of the documentation process, licensing and insurance is important, for surety in case of damage or loss.

Major documentation tools

- **Business plan write:** It is business planning intelligent software used in documenting future business plans.
- **Minutes:** This is the resolutions made during meetings thus are kept a way of documentation.
- **R-mail tool:** Is a documentation tool for managing emails as they are sent and received for purposes of tracking and proving of emails.

7.5 Documentation analysis is conducted as per the organization policy

Any process is not complete unless scrutinized to determine whether there are defects which can be rectified. Therefore, documentation analysis is a vital process which helps to identify the deviations in the documentation process and adjustments made to ensure the process captures every aspect required. The organization policy is the basic guideline in the analysis of the documentation process.

Documentation analysis is done in the following procedures

- **Determine the documentation tool or plan to analyse-** Irrespective of the objective of the tool or plan, the identification of the particular tool or plan to be analysed is important to ensure that focus is redirected to it.
- **Gather the necessary information-** Once the tool or plan to be analysed has been settled on succinct and sufficient information is collected to guide the analysis process.
- **Map the process-** The whole analysis process is aligned to the activities to be conducted in the process of documentation analysis.
- **Information processing-** The information gathered is subjected to standard analysis to yield the required results.
- **Determine potential improvements-** The areas of documentation process improvement are identified and rectified to make the process effectively complete.

Importance of documentation analysis

- Help to identify deviations in the process of documentation
- Risks can be mitigated after analysis has been comprehensively done.
- It is a way of evaluating performance
- Overall effectiveness of the process is achieved.

Conclusion

This learning outcome covered: Meaning and importance of documenting advocacy and lobbying, storage, preparation and conducting document analysis for advocacy and lobbying activities.

Further Reading



1. Study on social change from: Advocacy, lobbying and social change by Avner, M. (2016).
2. Read more on document advocacy and lobbying activities from Auner. M.A. (2016). Advocacy, lobbying and social change.

Self-Assessment



Written Assessment

1. _____ is not an advocacy to principle according documentation?
 - a) Goal achievement
 - b) Independence
 - c) Accountability and complaints
 - d) Clarity of purpose
2. Which of the following is not a type of advocacy?
 - a) Representation advocacy
 - b) Empowerment advocacy
 - c) Mobilization advocacy
 - d) Charitable advocacy
3. Which of the below is not a document storage method?
 - a) Filing method
 - b) Scanning method
 - c) Back-up method
 - d) Computer archiving method
4. Below are tips for storing documents **EXCEPT**?
 - a) Getting files
 - b) Clear labelling
 - c) Computer cleaning of hardware
 - d) Sorting of documents
5. Which of the following is not a way of preparing document tools?
 - a) Tool labelling
 - b) Purchasing the tools
 - c) Linking the tools
 - d) Sorting of documents
6. Underline one that is not an importance of documentation analysis.
 - a) Help to identify deviations in the process of documentation
 - b) Risks cannot be mitigated after analysis has been comprehensively done.
 - c) It is a way of evaluating performance
 - d) Overall effectiveness of the process is achieved
7. _____ is not a major documentation tool?
 - a) Organization policy
 - b) Minutes
 - c) Business plan write
 - d) Email tool
7. Analyse the importance of advocacy and lobbying activities.
8. Demonstrate the procedure of documentation of advocacy and lobbying activities.
9. Discuss the importance of storing documents.
10. Examine the procedure of preparing a documentation plan

11. Discuss the importance of documentation analysis

Oral Assessment

1. Explain the documentation analysis process
2. What is a documentation plan?

Practical Assessment

Students should visit a local NGO and identify the procedure used in the documentation of advocacy and lobbying activities. They should then write a report capturing the procedure and explanation of how the procedure works

10.3.8.4 Tools, Equipment, Supplies and Materials

- Computer and projector
- Stationery
- White board and marker pen
- Process work plan
- Sample learning objective materials
- Flyers for process summaries

10.3.8.5 References



- Auner. M.A. (2016). *Advocacy, lobbying and social change*, The Jossey-Bass
- Dustin, D (2016) The McDoldization of social work. Routledge. *Hand book of Non-profit leadership and management* 396-0426
- Hughes. & Wearing. (2016). *Organization and management is social work: Every day action for change*. Sage publishers

CHAPTER 11: CRISIS AND DISASTER MANAGEMENT

11.1 Introduction of the Unit of Learning/Unit of Competency

Crisis and disaster management is a unit of competency offered in TVET level 6 Social Work and Community Development course qualification. This unit specifies the competencies required to carry out crisis and disaster management. It involves establishing crisis/ disaster nature, initiating crisis and disaster partnerships, contacting crisis and disaster links, developing crisis and disaster preparedness, mobilizing response resources and carrying out crisis/disaster intervention measures. It also includes evaluating prevention and response implementation plan and documenting disaster/crisis management. The significance of crisis and disaster management to TVET level 6 Social Work and Community Development curriculum is to equip learner with knowledge and skills to demonstrate disaster prevention through placing the appropriate measures at hand to avoid the crisis from occurring.

The critical aspect of competency to be covered include; demonstrated ability to profile existing disaster, categorize existing disasters, identify and document early warning signs, determine preference of disaster, identify crisis and disaster partnerships, conduct review meetings and document disaster/crisis management. The basic resources required include; a functional office, a fully equipped simulated operations training office and resource persons.

The unit of competency covers seven learning outcomes. Each of the learning outcome presents; learning activities that covers performance criteria statements, thus creating trainee's an opportunity to demonstrate competencies stipulated in the occupational standards and content in curriculum. Information sheet provides; definition of key terms, content and illustration to guide in training. The competency may be assessed through written test, demonstration, practical assignment, interview/oral questioning and case study. Self assessment is provided at the end of each learning outcome. Holistic assessment with other units relevant to the industry sector workplace and job role is recommended.

11.2 Performance Standard

Establish crisis, initiate crisis and disaster partnership, develop crisis and disaster preparedness, mobilize response resources carry out crisis intervention measures Evaluate the prevention and response implementation plan and document disaster as per SOPs, the organization policy, the profile, and documentation.

11.3 Learning Outcomes

11.3.1 List of Learning Outcomes

- a) Establish crisis/disaster nature
- b) Initiate crisis and disaster partnership, Contact crisis and disaster links.
- c) Develop crisis and disaster preparedness
- d) Mobilize response resources
- e) Carry out crisis/disaster intervention measures
- f) Evaluate the prevention and response implementation plan
- g) Document disaster/crisis management

11.3.2 Learning Outcome No 1: Establish crisis/Disaster nature

11.3.2.1 Learning Activities

Learning Outcome No 1: establishment crisis/Disaster nature		
	Learning Activities	Special Instructions
	1.1 Existing disasters are profiled as per SOPs. 1.2 Existing disasters are categorized as per the profile 1.3 Early warning signs are identified and documented as per organization policy 1.4 Prevalence of disaster is determined as per the documentation	Demonstration Group discussion

11.3.2.2 Information Sheet No11/LO1: Establish crisis/disaster nature



Introduction

This learning outcome covers: Meaning of crisis and disaster, types of disasters, disaster management cycle, profiling and categorization of existing disasters in the community, early warning signs of crisis/disasters and analysis of disaster prevalence in the community.

Definition of key terms

Disaster: This is a serious disruption of the functioning of a community or society causing widespread human, material, economic or environmental losses, which exceeds the ability of the affected community to cope using its own resources.

Crisis: A certain activity that is expected to lead in an unstable situation affecting an individual, group, community, or whole community at large leaving some fatal effects on the affected individuals.

Content/Procedures/Methods/Illustrations

1.1 Existing disasters are profiled as per SOPs

When unplanned accident or natural calamity that seriously affects the society happens, the persons to offer help should ensure that they fully obey the guidelines provided. It is very important that each nation ensures all its citizens are equipped with essential guidelines, as early as possible. There should also be helplines put in place by governments for its citizens to contact in case they need urgent help when a calamity occurs. The helplines should be always advertised to the people through various means such as televisions, radio, billboards and posters. They should also ensure that they educate the people on what to do as they await help. The helplines should be made free to call, for all, at any time.

The government should also ensure that the persons necessary or responsible to offer the help are professionally equipped with the skills and knowledge on how to deal with various catastrophes. The government should ensure that some guidelines or rules such as people not going to the ocean past a certain time are strictly adhered to.

1.2 Existing disasters are categorized as per the profile

A systematic approach to disaster management is a team that profiles disaster and categorizes them accordingly after acting to prevent more damage that can be the cause of it. The disaster management team examines and acts as fast as possible to control more dangers in future or that can affect the environment in a wide depth. Existing disasters should therefore be handled in an intellectual manner. There are various kinds of disasters that take place. They can be categorized into two main groups: Natural and man-made or technological disasters. Natural disasters can further be categorized into major and minor natural disasters. Major disasters are disasters that cause a lot of horrific damages which may also be permanent and highly fatal and cover a large area. They include: Cyclones, earthquakes, droughts, floods and tornados.

Minor natural disasters are those that do not cause as much terrific damages and are not as fatal as major natural disasters. They include Mudslides, thunderstorms, cold waves and heat waves. Man-made disasters are also further classified into major and minor man-made disasters. Major man-made disasters include: Setting of fires, pollution of water, air and soil and wars. Minor man-made disasters include accidents for example on roads.

1.3 Early warning signs are identified and documented as per organization policy

According to disaster prevention policy, early warning is the best information that can be passed to the people and be documented for reference and future use. It can help prevent the effects of the disaster if it occurs. Prevention will focus on measures aimed at impending the occurrence of a disaster and minimizing its effects on the community, property and the environment. For example, communities have their own conflict prevention activities embedded within their coping mechanisms as well as the social exchange systems which provide their disaster management safety needs. The government will therefore seek to enhance disaster prevention and management strategies as a way of providing an enabling environment for the developing socio-economic activities. The disaster management cycle:

- i. Mitigation: These are guidelines that lower the effects of disasters.
- ii. Preparedness: Planning and giving the relevant knowledge and skills for things that can be mitigated.
- iii. Response: The immediate effects of a disaster that has just occurred and has led to unusual state of the society.
- iv. Recovery: The long-term effects that have been caused by a disaster and rebuilding back to normal state.

Below is an example of a disaster management cycle:

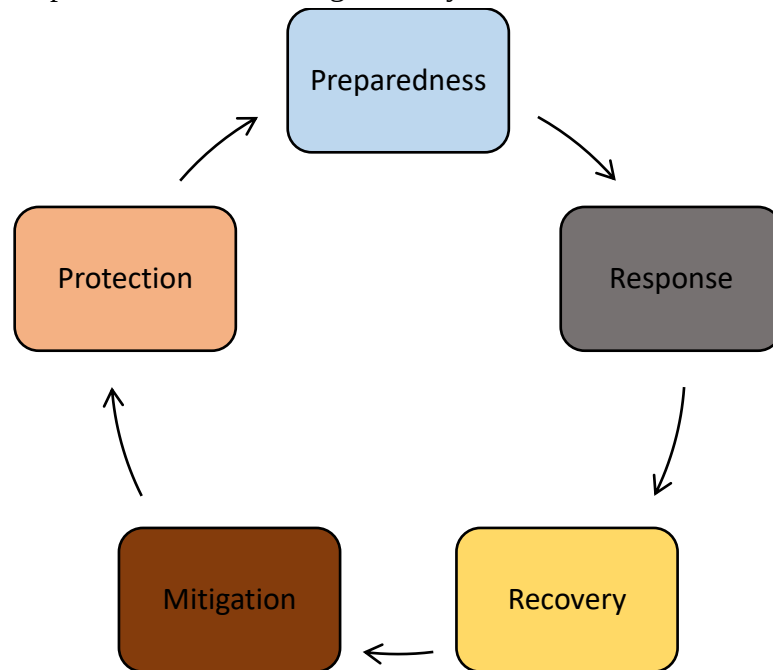


Figure 19: Disaster management cycle

The early warning signs of a disaster are:

- J-shaped trees: This is an excellent sign that a natural disaster which is, landslide is approaching. This is because the land where the trees are moving slowly. Landslides mostly occur in slopes or in areas where the ground has cracked. People are advised to avoid such areas and live in areas where the ground is flat.
- A drop in the ocean level: When the level of water in the ocean decreases and coral reefs begin to be seen, a tsunami is almost occurring. This is a warning sign and people are advised to stay away from the oceans.
- A cloud in the sky in form of a wall: This is a warning sign of a tornado may be about to occur. Everyone is to take shelter, a good and proper shelter before the tornado occurs.
- Animals leaving. Animals such as snakes and insects have the ability to know a soon occurrence of an earthquakes than humans because of their nature of feeling tiny initial waves that humans are unable to feel. When they begin leaving their homes, humans should take this as a sign and take proper care.
- Animals running towards humans: Animals such as horses and dogs have a high ability of sensing danger from a far than humans. An example of a calamity that they may be running from is an outbreak of fire. We should seek for a fire assembly point and call the helplines to deal with the fire by putting it out.

1.4 Prevalence of disaster is determined as per the documentation

According to the centre of research on the epidemiology of disaster in their research, disaster epidemiology assesses the short and long term adverse health effects of disasters to help guide emergency response and recovery efforts and predict consequences of future disasters.

The main objectives of prevalence of disasters are:

- To prevent or reduce the number of deaths, illnesses and injuries caused by disaster.
- Provide timely and accurate health information for decision makers.
- Improve prevention and mitigation strategies for future disaster by collecting information for future response preparation.

Prevalence of a disaster is the frequency of a disaster occurring. If it takes place frequently, necessary guidelines are put in place to handle and manage it.

Guidelines to take in case of a disaster:

- i. Take shelter in a building if there's a storm or a storm is coming
- ii. Close all the windows of the building
- iii. Have a backup for your data
- iv. Limit or reduce the use of water and electricity

Conclusion

This learning outcome covered: Meaning of crisis and disaster, types of disasters, disaster management cycle, profiling and categorization of existing disasters in the community, early warning signing of crisis/disasters and analysis of disaster prevalence in the community.

Further Reading



Read more on how disasters affect the political, economic and social life of members of a country from Preet Vihar (2006). Central board of secondary education (cbse), natural hazards and disaster management

11.3.2.3 Self-Assessment



Written Assessment

1. Which one is a major natural disaster?
 - a) Mud slides
 - b) Earthquakes
 - c) Wars
 - d) Deforestation

2. Which one is not a sign of a disaster?
 - a) Presence of J-shaped trees in a forest
 - b) A large group of animals leaving their habitat
 - c) A rise in the ocean level
 - d) A cloud shaped like a well
3. Identify the correct disaster management cycle.
 - a) Mitigation- response- recovery- preparedness
 - b) Mitigation- preparedness- recovery- response
 - c) Preparedness- mitigation -response- recovery
 - d) Mitigation- preparedness- response- recovery
4. Each one of the following apart from one is a man-made disaster. Identify it.
 - a) Wars
 - b) Epidemics
 - c) Heat waves
 - d) Pollution
5. Which one of the following is not an objective of prevalence of disasters?
 - a) To prevent deaths of people
 - b) To provide health information for decision makers
 - c) Improve mitigation and prevention strategies for disasters
 - d) To completely avoid natural disasters from occurring
6. Each apart from one of the following is correct about how people can be informed about disasters, identify it.
 - a) Through newspapers
 - b) Through billboards
 - c) Through rumour-mongering
 - d) Through radios
7. Which one of the statements is not TRUE?
 - a) Earthquake is not a disaster.
 - b) The managements are keenly taking care to prevent disasters.
 - c) The government set up measures to help affected people.
 - d) A disaster is once not noticed.
8. Discuss the difference between disaster and crisis.
9. Illustrate using a diagram the disaster management cycle.
10. Explain types of natural disasters.
11. Discuss the preventive measures the government is taking to reduce the effects of disasters in the future.
12. Describe what a disaster management team can do to prevent the effects of a disaster in the future?

Oral Assessment

1. What can the government of Kenya do to quickly do away with the locust invasion today?
2. How should the Kenyan police and army be trained to deal with the al-shabaab attacks in the country?

Practical Assessment

Conduct an evaluation about crime your area, prepare a report on the topic and the dissemination process of the report to the members of the public.

11.3.2.4 Tools, Equipment, Supplies and Materials

- Functional office
- Fully equipped simulated operations training office
- Resource person
- Tablets and Smart phones
- SD cards and card readers

11.3.2.5 References



International Federation of Red Cross and Red Crescent Societies, World Disasters Report, Geneva (2000)

Natural Disaster Management Authority (NDMA), Draft National Disaster Management Framework, pp 14-17, (2006)

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11.3.3 Learning Outcome No 2: Initiating crisis and disaster partnership contact crisis and disaster links

11.3.3.1 Learning Activities

Learning Outcome No 2: Initiating crisis and disaster partnership contact crisis and disaster links		
	Learning Activities	Special Instructions
	2.1 Crisis and disaster partnership partners are identified as per organization policy 2.2 Strengthen and establish collaborative crisis and disaster partnership as per organization policy 2.3 Conduct planning and review meetings as per the SOPs	Discussion Lecture method

11.3.3.2 Information Sheet No11/LO2: Initiating crisis and disaster partnership contact crisis and disaster links



Introduction

This learning outcome covers: Identification of crisis and disaster partners, ways of establishing and strengthening networking and collaborative partnership, planning and review meetings with partners.

Definition of key terms

Disaster partnership: Refers to the coming together of two or more firms or bodies with an aim to prevent or manage certain specific disasters.

Disaster: It is an unexpected sudden occurrence that has negative impacts either on the environment, people or government.

Organization: It refers to a group of people who are organized in a certain way with an aim of accomplishing a particular purpose.

Content/Procedures/Methods/Illustrations

2.1 Crisis and disaster partnership partners are identified as per organisation policy

Disaster management is a broad aspect since it covers several types of incidents, some of the disasters can be managed by a single firm while others may require firms to join hands either through partnership activities or even merging. The crisis and disasters that firms or organizations can seek to manage vary depending on the resources a firm has and even the policy or policies that an organization has put in place. Crisis and disasters can be classified into:

- Natural disasters such as hurricanes, earthquakes, floods, volcanoes etc.

- Technological disasters such as chemical release, natural gas explosions, power outages etc.
- Man-made disasters such as terror attacks, mass shootings, fire outbreaks etc.
- Financial crisis such as bankruptcy.
- Workplace violence.

Although some of the disasters and crisis such as natural crisis cannot be prevented, their effects can be mitigated. The mitigation of probable effects can be undertaken through the preparation of a suitable plan as well as through engaging in partnerships either with private or public organisations.

Factors that an organization may consider in disaster and crisis partnership.

- Past activities of an organization with regards to disaster management: An organization may consider the level of engagement of a firm in matters relating to managing disasters. That is, If a firm is an active participant in managing disasters.
- Availability of resources to curb and manage disasters situations: A firm may consider the level of resources held by a given organisation with regards to disaster and crisis management
- Policy and objective alignments: A firm also considers the goals of another firm that relates to the management of disasters and making a comparison with the goals of the firm. The comparison aims at ensuring the policies complement each other.
- Field of operation: The area of specialization of a firm is an integral determinant of engaging in a partnership. Some firms seek disaster management partnerships in similar fields while others prefer seeking partnership with firms operating in other fields.
- Ability to respond to crisis situations
- Cost of collaborations or partnership
- Leadership of the two firms

2.2 Collaborative crisis and disaster partnership are strengthened and established as per organisation policy

Both public and private organisations are increasingly compelled to deal with crisis situations given the limited resources that they use in their routine activities. Thus, the situation compels them to reinforce their ability to cope with the disaster and crisis challenges through collaboration or partnerships. The collaboration with regards to formation of partnerships to manage crisis and disasters can be strengthened depending on a number of factors such as:

i. The collaborative skills held by the emergency leaders and managers

The skill set of the managers and leaders in the partnership is instrumental in determining the probability of success in managing a given crisis or disaster. The managers and leaders are responsible for forming sound networks. The unique

environment relating to crisis environment requires adequate skills such as group process, skills, strategic leadership skills, personal traits and interpersonal traits. The existence of such skills and traits serve to strengthen the partnership formed.

ii. Overlapping networks

Crisis response operations often entail several overlapping inter organizational network which may relate to spatial and temporal dimensions as well as functional task areas. The ability of managers to adequately deal with the overlapping networks plays an integral role in strengthening the disaster management partnerships between firms.

iii. Existing of semi hierarchies and their management

The existence of semi hierarchies in organization has been viewed as a challenge to the many organizations. Semi hierarchies may hamper the activities relating to dissemination of commands and decisions since there may be several centres of decision making or a tedious and lengthy process of decision making. Thus managers who do more networking and are able to cope with the pressures relating to collaboration and joint management of disasters and crisis condition.

2.3 Planning and review meetings are conducted as per the SOPs

Planning refers to the process of formulating activities that are vital for an organization's attainment of future goals. The crisis and disaster partnership planning involves formulating both the short term and long-term plans. The plans may take the form of strategies which include;

- **Strategic plans:** Strategic plans to achieve strategic goals (long term goals)
- **Tactical plans:** Strategies to meet short-term goals.
- **Operating plans:** Plans for the day to day activities
- **Project plans:** Skills or strategies for managing a project.

The planning process is therefore critical in the attainment of the underlined goals that the disaster and crisis partnership aims to achieve. The planning process may involve:

- i. Developing the objectives for the partnership
- ii. Outlining tasks that would aid in meeting the objectives
- iii. Determining suitable resources that are required to implement diverse tasks
- iv. Creation of a timeline
- v. Formulating a technique for assessing and tracking the plans
- vi. Finalizing the plan
- vii. Delegation of duties

The planning process ensures that the partnership has a well-defined way of meeting its goals. The processes outlined are recorded in the minutes of the meeting as they may be reviewed at a future date. The review meetings can be undertaken on different times either in a year, semi-annually, quarterly, or even monthly depending on the

standard operating procedures of a company. The review meeting take a look at the stipulated plans and the process formulated to ensure the organisation achieves its set goals. As a result, the review of the meetings serves as an integral basis for determining whether the organization undertook its activities in accordance to the set plans or to check whether there is a deviation in the plans and process for implementing the plans, and the actual way in which the plans are executed. The planning and review of the meetings are therefore undertaken based on the standard operating procedures set out in the partnership. As the planning process provides a roadmap for attaining the set goals and objectives. The review acts as a guide for determining whether the plans are being implemented as expected or if there is a deviation. The review also helps in:

- Clarifying the most integral decision to make
- Incorporate aspects that were forgotten during the planning process
- To determine the personnel or departments charged with certain responsibilities especially where there is a conflict of interest or confusion over who ought's to undertake a specific duty

Conclusion

This learning outcome covered: Identification of crisis and disaster partners, Ways of establishing and strengthening networking and collaborative partnership, Planning and review meetings with partners.

Further Reading



Impact of climate change and terrorism acts on crisis and disaster partnership. Cozzoline, A. (20102). Humanitarian Logistics: Cross-Sector Cooperation in Disaster Relief Management, Berlin Springer Publishers.

11.3.3.3 Self-Assessment



Written Assessment

1. Crisis and disasters can be classified into all of the following **EXCEPT**?
 - a) Natural disasters and crisis
 - b) Situational disasters and crisis
 - c) Technological disasters and crisis
 - d) Manmade disasters

2. _____ is not part of the planning process?
 - a) Delegating units
 - b) Creating a timeline
 - c) Finalizing plans
 - d) Collecting funds
3. Which one of the following is not a type of a planning strategy?
 - a) Tactical strategies
 - b) Strategic strategies
 - c) Operating strategies
 - d) Review
4. Review of previous meetings is integral in?
 - a) Integrating aspects that were forgotten during the meeting
 - b) Allocating bonuses and salary increments
 - c) Engaging the two managements on the venturing into different businesses
 - d) All of the above
5. The following are ways of strengthening crisis and disaster partnerships, which one is not?
 - a) Existing semi hierarchy's management
 - b) Collaborative skills held by leaders
 - c) Overlapping networks
 - d) Different strategies used by partners
6. Which among the following is an importance of organizational policies?
 - a) They help in achieving goals
 - b) They are set at the end of an organization's life
 - c) They cannot be changed once formulated
 - d) They are similar for all organizations
7. Collaborative crisis and disaster partnerships occur only where?
 - a) The two or more organizations
 - b) The organizations have leaders without appropriate skills and expertise
 - c) One of the two organizations does not have any resource to deal with crisis
 - d) The two organizations have similar goals and policies.
8. Differentiate between organization and disaster partnerships
9. Examine the importance of organizational policies in disaster management.
10. Outline the planning process in disaster and crisis partnerships
11. What are the factors that organizations may consider before engaging in disaster partnerships?
12. Analyse the effects of overlapping networks on disaster crisis partnerships

Oral Assessment

1. Enumerate five factors to consider in disaster and crisis partnerships.
2. Identify key partners for disaster management.

Practical Assessment

Identify one crisis and disaster partnership across the globe and deduce the following:

- a) Factors that led to the partnership
- b) The challenges facing the partnership
- c) Achievements of the partnership

11.3.3.4 Tools, Equipment, Supplies and Materials

- Functional office
- Fully equipped simulated operations training office
- Resource person
- Tablets
- Smart phones
- SD cards and card readers

11.3.3.5 References



Cozzolino, A.(2012).Humanitarian Logistics: Cross-sector cooperation in disaster relief management Berlin. Springer publishers

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11.3.4 Learning Outcome No 3: Develop crisis and disaster preparedness

11.3.4.1 Learning Activities

Learning Outcome No 3: Develop crisis and disaster preparedness		
 Learning Activities	Special Instructions	
3.1 Carry out an audit on the community disaster prevention and response as per SOPs 3.2 Identify capacity gaps as per the audit 3.3 Develop capacity building plan as per organization policy 3.4 Implement plans as per organization policy 3.5 Develop a posted prevention and response plan as per organization policy	Lecture method Oral tests Discussion	

11.3.4.2 Information Sheet No11/LO3: Develop crisis and disaster preparedness



Introduction to learning outcome

This learning outcome covers; Meaning and importance of disaster preparedness, audit of the community disaster prevention and response mechanisms, identification of disaster preparedness gaps, development of a capacity building plan, implementation of the capacity building plan, preparation of disaster prevention and response plan, disaster prevention and response plan budgeting.

Definition of key terms

Disaster preparedness: It refers to the steps an organization puts in place to prepare adequately as well as reduce the probable effects of a given disaster.

Response mechanism: It refers to a mechanism that allows an individual or entity to respond to a given issue or aspect. For instance, it is the way an organization would react to a disastrous incident.

Content/Procedures/Methods/Illustrations

3.1 An audit on the community disaster prevention and response is carried out as per SOPs

Disaster preparation process plays a vital role to an organization as it ensures it can navigate the challenges paused by a given crisis. Thus disaster preparedness has several important factors to an organization. There are several ways of preparing for a disaster. They include:

- Developing a business continuity plan: It is a plan to be undertaken before the onset of a disaster and the immediate steps to adopt after a crisis to return the organization to its normal activity routines.

- Defining non-Profits purpose, provides the principle: Involves why the disaster preparedness is a vital aspect to the organization and all the other stakeholders.
- Determine and set aside an appropriate amount of money to cater for the probable disaster.
- Develop a plan for the volunteer

Preparation of a disaster plan is important because of the following reasons;

- Aids in saving lives
- Reduces danger posed by the risks
- Reduces the risk relating to uncertainties
- Helps in management of stress among the people
- Helps in speeding the recovery process
- Aids in establishing a sense of certainty

3.2 Capacity gaps are identified as per the audit

An audit refers to the inspection of an organization or society accounts or resources. Disaster preparedness calls for conducting audit not only on the organization's resources but also the community where the organization is located. Auditing the environment ensures that the organization is able to;

- Determine the areas where there are gaps to be addressed.
- Determine the surplus resources held by a firm.
- To predict likely causes of a given disaster.
- To determine the most suitable way of dealing with a given disaster.
- To provide assurance of an organization's ability to deal with crisis that may occur.
- To determine the skill set required to cope with the probable events relating to the disaster.

Auditing the community disaster prevention and response mechanism ensures that the organization has more information regarding the resources available in the community. Also, the audit permits the organization to have an overall view of the aspects that ought to be improved to guarantee that the disaster can be handled in the best way possible. Similarly, the audit also provides information on the disaster prevention and response mechanism. For instance, the organization is able to know whether the parameters placed in the community can provide a faster way of dealing with the disaster that may befall the society at a particular time. Moreover, the organization is able to determine the precision of the available parameters and preventing and mitigating the effects of disasters as well as the time it may take before the crisis management instrument provide a sound prevention or remedy to the disaster.

After conducting the audit several gaps (areas that need to be addressed for the disaster prevention response mechanism to be efficient) are identified. The audit gaps maybe due to;

- Lack of adequate information regarding probable disasters among the members of the community
- Lack of sufficient disaster prevention skills and expertise both in the organization and in the community
- Lack of sufficient disaster management resources
- Lack of adequate funds
- Unsuitable disaster management policies
- Lack of adequate disaster volunteers

As a result, the disaster gaps may relate to;

- Information and communication
- Skills and expertise
- Funds
- Policies adequate manpower

3.3 Capacity building plan is developed as per organization policy

An organization policy encompasses several issues relating to work ethics, resources among others. The plan that the organization develops should correlate with its plans and policies both in the long run and short run. The essence of correlation is attributable to the fact that the organization should be able to use its resources and its capabilities as well as those present in the society to easily curb the challenges posed by the disaster. Capacity building plan relates to the development and strengthening of the instincts, skills, abilities, process and the resources that the community as well as the organization may need to adapt, survive and thrive in the dynamic world that is prone to disasters. Therefore it can be an ongoing program since different aspects that relate to the disaster may come up over and over again.

Capacity building plan entails:

- Training both the employee and the societal members on how to deal with disaster situations: Ensure the two parties are well versed with the required methods of handling disaster situations. Also, the training methods ensures the employees and the society concerns are clarified.
- Acquisition of relevant equipment ensures that the organization is able to determine and purchase the equipment that suits the needs of the firm.
- Designing a policy for disaster management. Designing a policy is vital as it is a basis for determining the procedure for handling a disastrous situation. Thus, it acts as a guide to the organization.
- Formulating the capacity and evaluating capacity development: formulating the capacity and evaluating the capacity development ensures the organization

determines that the policy that is formulated works in a tandem with the organizational goals and objectives.

3.4 Plan is implemented as per organization policy

After the capacity building plan is effectively formulated, it is implemented by the organization. The implementation of the plan should be an inclusive program. For instance, it should involve both local and national systems. The program should give room for probable future changes implemented based on the situations at hand. The organization should be able to measure the level of effectiveness of the initiated program as well as evaluate the indicators used to measure the viability of the program. The implemented plan should be able to be monitored and evaluated. The evaluation should be based on the four main issues which include;

- Institutional arrangement
- Leadership
- Knowledge
- Accountability

3.5 A posted prevention and response plan is developed as per organization policy

The audit plays an integral role in underlining the strategies that organizations should embrace with regard to the risks or disasters posed. For example, the organization can adopt either of the four strategies as far as responding to the risks is subject to concern. They include;

- Avoid the risk
- Transfer the risk
- Mitigate the risk
- Accept the risk

The option to respond to the risk or disaster is proceeded by the disaster management process which comprises of five steps. They include;

- i. **Identification of the risk:** Involves uncovering and describing the risks that may affect or impact the community and the organization.
- ii. **Analysis of the risk:** Once the potential risks are identified, they are evaluated to determine the likelihood and consequences of the outlined risk.
- iii. **Ranking the risks:** It is undertaken based on the magnitude. It also entails the likelihood of the occurrence of the risk and the probable consequences.
- iv. **Treat the risk:** It involves setting a plan to modify the risk to acceptable levels
The organization can embrace either preventative or mitigating measures in this step.
- v. **Monitor and review:** This involves tracking the progress and making reviews about a given crisis.

The risk prevention and response plan developed should take into account the organizational policies of a firm. Besides, it should take into account the financial aspects of the firm such that it should fit into the budgetary allocations of a firm.

Conclusion

This learning outcome covered: Meaning and importance of disaster preparedness, audit of the community disaster prevention and response mechanisms, identification of disaster preparedness gaps, development of a capacity building plan, implementation of the capacity building plan, preparation of disaster prevention and response plan, disaster prevention and response plan budgeting.

Further Reading



1. Read on impact of improvement in technology on crisis and disaster preparedness.
2. Read more on the role of international communities in crisis and disaster preparedness.

11.3.4.3 Self-Assessment



Written Assessment

1. The following are ways for preparing for disaster, which one is not?
 - a) Developing organizational continuity plan
 - b) Taking new ventures
 - c) Defining non-profits and principles of the organization
 - d) Defining a plan for volunteers
2. The following are ways of responding to a disaster except
 - a) Mitigating risk
 - b) Accepting risk
 - c) Postponing risk
 - d) Transfer a risk
3. Preparation of a disaster plan is vital because
 - a) It reduces the danger posed by disaster
 - b) It slows the recovery process
 - c) Leads to loss of lives
 - d) None of the above

4. Disaster management process includes the following except;
 - a) Risk analysis
 - b) Monitoring and review
 - c) Treating the risk
 - d) Risk recovery
5. The following are importance of auditing the environment, which one is not?
 - a) To determine gaps
 - b) Predict causes of disaster
 - c) Determine required skills to handle disaster
 - d) None
6. Disaster gaps may relate to all the following except
 - a) Policies
 - b) Manpower
 - c) Funds
 - d) Good climate availability
7. The following are true about capacity building, which one is not?
 - a) It strengthens skills
 - b) It improves abilities
 - c) It can be an ongoing program
 - d) It can lead to losses in the society
8. Outline five significances of capacity building.
9. Explain the difference between disaster preparedness and response mechanism.
10. State the steps followed in risk management.
11. Outline reasons why audit is essential in crisis preparedness.
12. Outline ways of preparing for disaster.

Oral Assessment

1. What is crisis and disaster preparedness? What are its benefits?
2. Why are organizational policies important in the implementation of capacity building

Practical Assessment

1. Assume you are the CEO of Uzalendo LTD, a company located in an arid region which faces the challenges posed by bandits. You are charged with the responsibility of leading the process of crisis and disaster preparedness plan.
 - a) What factors would be part of the audit results, and why?
 - b) Which gaps are present in the arid region
 - c) How to develop a capacity building plan for the region

11.3.4.4 Tools, Equipment, Supplies and Materials

- Functional office
- Fully equipped simulated operations training office
- Resource person

- Tablets
- Smart phones
- SD cards and card readers

11.3.4.5 References



Cozzolino, A, (2012), Humanitarian logistics: Cross Sector Cooperation in Disaster Relief Management. Berlin. Springer Publisher

Crandall, W.R, Parvnell, J.A: &Spillan, J.E. (2013). Crisis Management Leading in the New Strategy Landscape. London. Sage Publisher

Gostin, L.O, vinswonathan, K;Altevogt, B.M & Hanfiling, D.(Eds), (2012) crisis standards of care :A systems framework for catastrophic disaster response .vol 1: Introduction and csc Framework. Washington d.c national academic press

11.3.5 Learning Outcome No 4: Mobilize responses resources

11.3.5.1 Learning Activities

Learning Outcome No 1: Mobilize responses resources		
	Learning Activities	Special Instructions
4.1 Identify available resources and resource gaps as per organization policy 4.2 Identify potential resource providers as per resource gaps 4.3 Mobilize resources to implement the plan as per organization policy		Discussion Lecture method Note taking

11.3.5.2 Information Sheet No.11/LO4: Mobilize responses resources



Introduction

This learning outcome covers: Identification of available resources and resources gaps, mobilization of resources to implement the plan.

Definition of key terms

Resource gaps: It refers to the current resources present and the resources that are required by an organization to achieve its goals and objectives. Resource gaps underline the insufficient stock in a firm that ought to be addressed to ensure attainment of its goals and objectives.

Mobilizing: Refers to all the activities an organization may engage in to ensure it secures new or even additional resources for the organization.

Content/Procedures/Methods/Illustrations

4.1 Available resources and resource gaps are identified as per organization policy

Resources relate to the materials that an organization requires to achieve its set goals and objectives. The organizational resources can broadly be classified into either renewable or non-renewable resources. The renewable resources refer to the resources that can be used over and over again while non-renewable resources can only be used once before they are depleted. The resources can also be classified as either biotic or abiotic if at all the classification is based on the origin of the resource. Identification of resources relates to determining the resource that an organization needs for its activities. Identifying suitable resources should correspond with an organization's ability to manage the underlined resources effectively as well as gain competitive advantage.

The organization policy plays a critical role in resource identification since it ensures or permits a given type or kind of resources to be used in the organization. The resources used in an organization have various characteristics which include:

- They are limited in supply.
- They are useful.
- They are interrelated.
- They can be put into alternative users.
- They can be substituted for another resource.

Resources management remains to be a crucial aspect in an organization since:

- It gives an overview of the activities involved in a given project.
- It ensures an organization can plan effectively.
- It serves to ensure problems are identified before they actually occur.
- It gives an organization adequate control over a given project.
- It makes planning and management process to be more transparent.

Resource gaps can be identified through the environmental scanning or audit. The audit ensures that the organization identifies the areas that either have excess, adequate or insufficient resources in an organization. Therefore, the resource gaps pave way for the organization to determine suitable ways of addressing resource shortages in an organization.

4.2 Potential resource providers are identified as per resource gaps

Resource providers play a crucial role in ensuring the firm achieves its goals and objectives. The choice of a resource provider should correlate with the organizational policies. A potential resource provider should possess several attributes which include:

- Reliability
- Quality: They should have goods and services with appropriate quality
- Value for money
- Financial security
- Partnership approach

Assessing of the needs is vital to both the firm and the community since it:

- Helps the organization to deeply understand the community in terms of what it owns and its culture as well as the social structures present.
- It encourages the community members to consider the assets present in the community and how effectively we use them.
- It helps in prioritizing the decisions to be made.
- It eliminates the unpleasant surprises that may befall the organization.
- It leads to a participatory research between the community members and the organization.

The determination of the gaps and the resource providers based on the resource gaps should include various stakeholders such as:

- The government agencies.
- Influential people.
- Community activists.
- Businesses.
- Health and human service providers.

The process of selecting suitable suppliers should include:

- **Setting a criterion:** This could involve issues such as lead times, storage and handling facilities to be used, return policies etc.
- **Defining the process:** Methods that the organization will use to find the appropriate suppliers e.g. the use of publication etc.
- **Call for bids:** It involves a request for quotations. This should give appropriate details of the products and services needed.
- **Evaluation of the bids submitted:** It involves making a comparison of the suppliers against the items outlined.
- **Monitoring the performance of the suppliers:** Monitoring plays a crucial role as it ensures an individual is able to determine the most suitable and consistent supplier.

4.3 Resources to implement the plan are mobilized as per organization policy

Resource mobilization refers to the activities that an organization engages in to get new as well as additional resources, thus it relates to optimum utilization of resources.

Importance of resource mobilization

- Permits the continuation of the organization's ability to provide services to its clients.
- It supports the sustainability process of the organization.
- Enables for improvements and scaling up of the organization's services and products.
- It aids in the management of both the public and private businesses.
- Aids in resource diversification and expansion.
- It decreases over dependency on others
- Ensures an organization carries its good practices.
- It broadens the stakeholder's relationship.

Resource mobilization includes the following features:

- **Identifying resources:** It involves determining the most appropriate resource to use in the organization to achieve the goals and objectives
- **Rightful use of resources:** It entails using a given resource for a specific right role or job.

- **Lowering the financial risks:** The resources embraced or sought should not put the firm in a financial risk such as lead to bankruptcy or having a cost that outweighs its expected benefits.
- **Expanding relations with the service providers:** Expanding relations with the service providers ensures the firm creates adequate and sound partnership with the other service providers.
- **Seeking new resources:** It entails determining a resource that is essential to the activities of a firm and it is not available in the organization.
- **Institutional sustainability thoughts:** Refers to the plans that an organization seeks to put in place to ensure it remains in operations for the foreseeable future.

The mobilization process must take into consideration the organizational policies at all the levels and steps in the implementation process. Appropriate features must be taken into consideration to ensure the final outcome of the resource mobilization process leads to the attainment of goals of the firm.

Conclusion

This learning outcome covered identification of available resources, resources gaps and mobilization of resources to implement the plan.

Further Reading



1. Read on emerging trends in resource mobilization such as technology, climate change, mergers among organizations etc.

11.3.5.3 Self-Assessment



Written Assessment

1. The following are stakeholders in resource gap determination except?
 - a) Government agencies
 - b) Influential people
 - c) Businesses
 - d) International jurists
2. Potential resource providers should be?
 - a) Seasonal in their operations
 - b) Reliable
 - c) Bankrupt
 - d) None of the above

3. What constitutes resource mobilization?
 - a) Rightful use of resources
 - b) Using the available resources even in deficiency situations
 - c) Increasing financial risks
 - d) Changing organizational activities to fit a new venture
4. The following are importance of resource mobilization except?
 - a) Aids in improvements and resource scaling
 - b) Helps in resource diversification and expansion
 - c) Decreases the employee remuneration rates
 - d) Broadens stakeholder relationship
5. Which among the following is not a process in selecting a suitable supplier?
 - a) Defining the process
 - b) Call for bids
 - c) Setting the price
 - d) Setting a criterion
6. Assessing the needs in an organization is crucial because
 - a) Helps in reducing resource prioritization in an organization
 - b) Eliminates unpleasant surprises that may occur
 - c) Reduces existence of participatory research
 - d) None of the above
7. The following are characteristics of resources in an organization except?
 - a) They are limited in supply
 - b) They cannot be put into alternative uses
 - c) They are interrelated
 - d) They can be substituted
8. Outline the characteristics of resources
9. Elaborate why is resource management important to an organization?
10. Highlight the benefits of a need analysis in the community or organization.
11. State 5 stakeholders in the identification of resource gaps
12. State 4 attributes of suitable resource providers

Oral Assessment

1. Distinguish between resource gap and resource mobilization.
2. Why is resource mobilization important to an organization and the community?

Practical Assessment

Suppose you were the manager of ABC humanitarian organization based in a war prone area, how could you:

- a) Prepare for potential challenges that may face the organization.
- b) Determine suitable resources to defend the organization and community from the challenges present in the environment.
- c) Who would you include in the gap analysis and why?

11.3.5.4 Tools, Equipment, Supplies and Materials

- Functional office
- Fully equipped simulated operations training office
- Resource person
- Tablets
- Smart phones
- SD cards and card readers

11.3.5.5 References



- Arnold, J.M. & Dewees, P.A. (2014). Farm Trees and Farmers: Responses to Agricultural Intensification. London: Routledge
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11.3.6 Learning Outcome No 5: Carry out crisis/ disaster intervention measures

11.3.6.1 Learning Activities

Learning Outcome No 5: Carry out crisis/ disaster intervention measures		
 Learning Activities	Special Instructions	
5.1 Implement disaster risk reduction measures as per organization policy	Oral presentation Field work	
5.2 Implement disaster response measures as per organization policy		
5.3 Implement disaster risk measures (Assessment of prevention and response measures, Capacity building, Contingency planning) as per organization policy		
5.4 Carry out monitoring and review of response and reduction plan as per organization policy		

11.3.6.2 Information Sheet No.11/LO5: Carry out crisis and disaster intervention measures



Introduction

This learning outcome covers: The implementation of disaster risk reduction measures, such as; desirable policy making procedures, reforestation, construction of dams and climate change issues well advised. Implementation of disaster response measures such as: intelligence, law enforcement and critical service emergency. Lastly, disaster risk measures, monitoring and review of risk reduction and response measures.

Definition of key terms

Risk: A risk is an uncertainty that accompanies a given situation. Most times those involved are exposed towards a nasty experience.

Risk reduction: It is a process of limiting any form of a life threatening occurrence.

Contingency planning: Laid down procedures or actions to be taken when unexpected occurrence happens or is foreseen the likability of it causing harm is high. Having a plan B when earlier laid down plans fail to work.

Disaster response measures: It refers to diverse ways in a curbing the after math of an occurrence. It is dealing with the outcome resulting from a dangerous happening and the necessary reactions put in place

Content/Procedures/Methods/Illustrations

5.1 Disaster risk reduction measures implemented as per organization policy

A disaster is an expected occurrence that can be fatal and dangerous. Disaster can be categorized as follows:

- **Natural disaster:** This is occurrence that is beyond human control. Example floods earthquakes, hurricane
- **Technological disasters:** They come about due to human error in controlling any form of technology. Example gas explosions
- **Man-made disasters:** Majorly it is caused by human beings. It is formulated in the mind of a person e.g. terror attacks

Disaster risk reduction measures are the processes put in place so as to limit potential losses that occur due to the occurrence of a disaster

How to reduce risk in case of disaster?

- **Earthquake:** An earthquake is experienced when the earth trembles and it is not still. It can be caused by human activities.

Measures that can be implemented to reduce earthquakes:

- Reducing mining in the mines or take breaks from mining activities.
- Come up with policies to guide miners.
- Floods: A flooding occurs when the volume exceeds the normal that the earth can withhold.

Measures that can be implemented to reduce floods:

- Prevent soil erosion that can lead to floods if nothing is done.
- Climate change issues should be well addressed.
- Restoration of rivers to their natural courses.
- Reafforestation by planting of trees.
- Construction of dams that can sustain the volume of water.
- Building should be constructed in such a way that when it floods the buildings are not affected.

Importance of risk reduction measures

- To safeguard life whenever a disaster occurs most people lose their loved ones in the process.
- Give room for growth. Risk reduction gives room for this as humanity will not lose their wealth and also the environment will remain stable with no eruptions from earthquakes and landslides thus growth.
- Risk reduction measures help in the development of a country. This is because money set aside for disaster can be channelled into other important pressing issues of a country that lead to its development.

- Risk reduction measures stabilize mental health. This is due to the fact that absence of disaster, make people to worry less thus their mental state is preserved.
- Risk reduction measures seek to keep policy makers in an ever working environment as they are required to come up with policies that address disaster risk reduction.

How to reduce disaster risk?

- Know all the dangers that are likely to occur in the environment you are living in
- Stay on guard and be prepared for emergency
- Information is power, have the required skill to survive whenever a need arises
- Follow environmental guidelines and policies so as to be safe
- Be alert so as to receive news on time in regards to potential disasters

5.2 Disaster response measures are implemented as per organization policy

Disaster response measures refer to assistance given to those attended by the occurrence of a given disaster.

Importance of disaster response measures

- A timely response helps preserve life and loss of properties that may be damaged when the response is immediate a lot of people will be rescued.
- Quick response limits and controls damage for instance disaster caused by terrorist requires quick response so that the terrorist have no time to accomplish their set objectives.
- It helps in reducing economic

Response action

- Use of intelligence to gather information in regard to any form of threat. Intelligence tip should be acted upon immediately.
- Immunization of individuals in case if an outbreak. Isolation of those who are already affected if it is fatal.
- Specific law enforced into operations so as to preserve and prevent more harm.
- Continuity of critical services such as emergency response ambulance, doctors on call services and air flying services.
- Whenever there is a likelihood of a disaster to occur evacuate those affected to a safer place they can be placed for the short/long period depending on the information received.
- Investigation in regard to the nature and where the source of threat is from.

Disaster response measure can be done in phases

Table 10: Phases of disaster response

<u>Phase 1</u>	<u>Phase 2</u>	<u>Phase 3</u>	<u>Phase 4</u>
<u>Mitigation</u>	<u>preparedness</u>	<u>response</u>	<u>recovery</u>
Involves activities put in place so as to respond to disaster	Getting ready to act as quickly as possible	Actions taken to save lives and prevent further damage	it refers to the state of normalcy being reinstated

Measures put in place as response towards disasters

• Terror attacks

It is anything that threatens peace and security at a nation

Measures

- Be quick to act in case of a terror attack so as to save most lives.
- Government should have high intelligence so that they can easily know when the nation is likely to be attacked and come up with way out.
- Lack of potential freedom can be a cause of terror therefore political freedom is necessary so as to avoid potential attacks.
- If government suspects terrorism they should advise their nationalities as soon as possible.

5.3 Disaster risk measures are implemented as per organization policy

Disaster risk measures refer to action taken in order to prevent loss of life, injury, loss of properties and resources. By observing the number of deaths and injury one is able to measure the extent of disaster.

Importance of Disaster Risk Management

- They assist in gauging the capability of dealing with a given disaster in an event it occurs.
- Disaster risk measures give an estimate of how to come up with a workable budget.
- It gives room to conduct an effective disaster response when responding to an occurrence.
- Ensure that a given situation is not worsened by the response given.

Measure of disaster risk includes:

- Extent of damage, this can be measured in terms of losses incurred, number of deaths, extent of how bad an injury is, number of damaged crops, properties among others.
- Amount of resources put in order to respond to the disaster for instance work force personnel, emerging emergencies that have to be done so as to save lives. For instance having to respond to a disaster using the latest from of technology.
- The number of people in a given population who are affected by the occurrence of a given disaster.
- Compensation budget that may rise.

In case of terror risk look out for the following measures

- Be alert in your location. Look out for someone recording or monitoring activities and taking photos.
- Be aware and cautious of people who attempt to learn about facts of the military.
- Policies and guidelines of sale and purchase of explosives should be monopolized so as to track their purpose.
- If you suspect a risky under staking report to the authorities.

Risk measures in case of floods

- Seek safer shelters probably higher grounds.
- Salvage what can be saved.
- Be already to evacuate.
- If you have to be on the move avoid walking in moving water.
- Avoid electricity so as to avoid shock.

5.4 Monitoring and review of response and reduction plan is carried out as per organization policy

Monitoring is the process of analysing relevant information whereas review is analysis after a long period of time.

Importance of monitoring and review of response include

- Track progress comparing from initial stages to where it is at the moment.
- It gives way for changes to be made if need be.
- Monitoring as a way of ensuring that all those involved are liable and answerable.
- Improved security due to continuity in constant random checks.
- Improved productivity as people are relaxed as they have definite way of receiving information and being prepared.

Monitoring and review of a reduction plan are the process put in place so as to ensure that risk reduction is ongoing. It is important to have a reduction plan because;

- It is cost effective: This is because preventing an occurrence can help save on cost that would have been used in case of disaster.
- Monitoring assist in reduction plan by improving in areas that are considered risky to a disaster occurrence.
- It assists in research work or professionals tend to come up with more ways of risk reduction.
- It is important as more policies are put in place for reduction plan.

Conclusion

This learning outcome covered implementation of disaster risk reduction measures, Implementation of disaster response measures, monitoring and review of risk reduction and response measures

Further Reading



1. Read on analysing cost of natural disaster by Mary & Anderson (1990) analysing the cost of natural disaster response in the context of development.

11.3.6.3 Self-Assessment



Written Assessment

1. Which of the following is not a risk reduction measure?
 - a) Knowing all the dangers that are likely to occur
 - b) Be prepared for an emergency
 - c) false alerts
2. What is the correct definition of a risk reduction in disaster response?
 - a) Effort to access and respond to a given alert
 - b) Limiting any form of life threatening occurrence
 - c) Going an extra mile to prevent dangers
3. Among the following which one is a disaster response phase?
 - a) Litigation
 - b) Mitigation
 - c) Unpreparedness
4. In case of an emergency, those affected should do the following except?
 - a) Call for help
 - b) Evacuate
 - c) Stand still and wait for help
 - d) Find a way out of the situation

5. Which one of the following is not a type of disaster?
 - a) Natural calamities
 - b) Manmade disasters
 - c) Floods
 - d) Technological disasters
6. Should government set aside budgets for crisis interventions measures?
 - a) Yes
 - b) No
7. We can prevent disaster by doing which one of the following?
 - a) Being informed at all times
 - b) Responding to false alerts
 - c) Prayers
8. Describe how you would react in the case of a terror attack?
9. Discuss the measures the government can put in place in order to curb terrorism.
10. Examine using examples when an individual can use contingency planning.
11. Outline some of the disasters that are likely to occur within your location of residence and how to respond to them.
12. Examine the importance of risk reduction.

Oral Assessment

1. What are the first measures of countering disaster?
2. State methods used in management of disaster.

Practical assessment

1. The country has been experiencing long drought season. You have been assigned to develop an action plan for disaster management
 - a) Prepare disaster intervention measure to be used

11.3.6.4 Tools, Equipment, Supplies and Materials

- Functional office
- Fully equipped simulated operations training office
- Resource person
- Tablets
- Smart phones
- SD cards and card readers

11.3.6.5 References



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- Mary B. Anderson (1990). "Analyzing the cost of natural disaster responses in the context of development." World bank
- Russel R Dynes (2002). "The importance of social Capital in disaster Response." United States; Disaster Research Center

11.3.7 Learning Outcome No 6: Evaluate the prevention and response implementation plan

11.3.7.1 Learning Activities

Learning Outcome No6: Evaluate the prevention and response implementation plan		
 Learning Activities	Special Instructions	
6.1 Prepare evaluation schedules as per the organization policy	Group discussion	
6.2 Prepare evaluation tools as per organization policy	Case study	
6.3 Conduct evaluation as per the prepared tools.	simulations	
6.4 Prepare evaluation report as per organization policy	Oral discussions	
6.5 Disseminate report as per organization policy		

11.3.7.2 Information Sheet No.11/LO6: Evaluate the prevention and response implementation plan



Introduction

This learning outcome covers: Evaluation of the disaster prevention and response plan, evaluation report on disaster prevention and response, dissemination of report findings to relevant stakeholders.

Definition of key terms

Dissemination: This is the process of sharing research findings with relevant stakeholders and wider audiences; it is essential for uptake and use of research findings and is crucial for the success and sustainability of practices based research networks.

Response plan: This is the action taken to manage, control or mitigate the immediate effects on an incidence.

Content/Procedures/Methods/Illustrations

6.1 Evaluation schedules are prepared as per the organization policy

Schedule: Is plan that gives a list of events/ tasks and the times which they happen.

Evaluation: Is an appraisal of something to determine its worth or fitness.

Evaluation schedule: Thus refers to a procedural plan to see how appraisal of things are worthy in given time and sequence.

They are designed from the beginning of the project till the end for the efficiency of a given project within given time. This process entails a basic management tool, list of times at which possible tasks, events or actions are intended to take place, or a sequence of events in the chronological order in which such things have to take place.

Advantages

- These guides all through each step of the process of evaluation.
- It enables one to decide what sort of information is needed for the evaluation purposes.
- Prevents wasting time gathering irrelevant information.
- It also helps in making judgments about a program, improving its effectiveness and to inform on programming decisions.

Steps in preparing evaluation schedules as per the organization policy

- i. Activity definition:** Involves identification and definition of those activities that must be accomplished to achieve objectives.
- ii. Activity sequencing:** Involves accurate identification of constraints/relationships among activities and establishing the order in which the activities will be accomplished.
- iii. Activity duration estimation:** Determination of time required to complete activities that make up the program.
- iv. Schedule development:** Involves the development of realistic start and finish dates for each activity
- v. Schedule control:** Identify schedule variations and to manage actual changes to the developed schedules.

6.2 Evaluation tools are prepared as per organization policy

Evaluation tools: It is the method or technique that one uses in the whole process of evaluation.

Evaluations require the use of a data collection tool thus providing extensive evaluation resources on sample instruments.

Evaluation tools

- Questionnaire
- Interviews
- Focus on group
- Group meetings
- Survey

To evaluate is defined as to judge the value or worth of someone or something.

Examples of evaluation

When a teacher reviews a paper in order to give it a grade

- A framework for program evaluation: This tool box section describes the framework resulting from evaluations done without agreement.
- Evaluation tool: Approaches on the site and methods of processes contributing to democratic evaluation.
- A questionnaire is a specific set of written questions which aims to extract specific information from the chosen respondent

How to evaluate a questionnaire

- Make the questionnaire concise
- Provide a brief introduction and statement of purpose
- Include open ended questions and rating scale
- Keep your questions neutral
- Consider alternative answers
- Ensure that your questions are not assuming

Interviews /better evaluation

- Educational background
- Relevant work experience
- Specific skills
- Ability to work in a team
- Leadership qualities
- Critical thinking and problem solving
- Communication skills
- Attitude and motivation.

Surveys can be an efficient way to collect information from a substantial number of people.

Uses of surveys as an example of evaluation tools:

- Tools for measurement, monitoring and evaluation: The survey proposal elaborate on how survey teams are conducted.
- The use of survey in evaluation can be an efficient way to collect information from a substantial number of people in order to answer evaluation research questions. Surveys
- can ask either close: Ended or open - ended questions

Advantages of evaluation tools

- Provide valuable feedback on the design and the implementation of the program.
- It acts as an educational program.
- Helps the learner and the stakeholder in improving teaching and learning.
- The policy is viable in that there is presence of indication of success or failure that will be used in a policy evaluation.

Questionnaire

This is the research instrument consisting of a series of questions for the purpose of gathering data information from the respondents in this case;

- The questionnaires are relatively easy to analyse.
- They are familiar to the library staff and manager.
- Large sample of the given population can be contacted at a lower cost.

Interviews

Is a standard conversation where one participant asks questions and the other provides the answer?

Advantages

- They are useful in obtaining detailed information about personal feelings, opinions and how he/she perceives.
- One can ask as many questions as possible
- There is an immediate feedback since it is face to face approach
- Respondents words are recorded
- One cannot be influenced by the group since it is a one-way conversation

Disadvantages

- Time consuming since you set up an interview, analyse the content then respond
- In case of travelling, it is costly
- Language barrier for instance the respondent is illiterate
- Information can be understood differently by the interviewer

Focus on group

This is a form of qualitative research commonly used in product marketing. People are brought together in a given place and are guided on discussion of a topic.

Advantages

- There is direct interaction as people are allowed to engage with their respondents /customers
- There are no speeches
- Time and money are saved since it targets a large number of people at a time.
- The key questions are being answered.
- Opinions are given at a wide range

6.3 Evaluation is conducted as per the prepared tools.

Evaluation is a systematic determination of a subject merit, worth and significance using criteria governed by a set of standards.

Evaluation is conducted as per the prepared tools:

- Through a framework for program evaluation, applying the framework and conducting optimal evaluations.
- Developing an evaluation plan, steps to developing an evaluation plan from clarifying objectives and there's much information on evaluation.
- Tools for evaluating the success of your work, you need to make for proposals and pick the one you like best. Measure evaluation, develop evaluation tools with a goal by planning for evaluations early, determining a theory of evaluation.

- In this case the information can be used to describe program processes to improve how the program operates and to finalize the overall strategy.
- Evaluation entails efforts to improve the quality, effectiveness or efficiency of program activities to determine the effects of the program.
- Example Impact evaluation is used during the operation of an existing program at appropriate intervals, it's useful in that, it provides evidence for use in policy and funding decisions.

6.4 Evaluation report prepared as per organization policy

Evaluation report: It is the document which reports the results, findings, interpretations, conclusions or recommendation derived through an evaluation. It gives an executive summary of the points covered by the evaluation.

Importance of an evaluation report

- It is an essential way of presenting an evaluation of a certain audience
- It promotes awareness on how the evaluation reached its outcomes and conclusions.
- It ensures transparency and to be able to properly use such conclusion in future.

Challenges of evaluation

- Lack of staff with appropriate skill-set to conduct evaluation in that at a given time, the staff can be incompetent or less informed thus evaluation becomes a major problem.
- Lack of funds to allocate resources thus low yielding benefit for the clients and stakeholders. The concept of evaluation in large requires enough money to facilitate the whole process.
- Lack of time in that, the evaluation process is conducted within a short time, yet this process requires enough time for the purpose of implementation
- Lack of adequate staff
- Evaluation should be more than numbers; it should tell the meaningful story.

6.5 Report is disseminated as per organization policy

Dissemination takes the theory of the traditional view of communication which involves a sender and a receiver. Dissemination broadcasts a message to the public without direct feedback from the audience.

How is a report disseminated as per organization policy?

- By disseminating the research finding. Tools considered in this module will include, research reports, peer review papers and cost of health policy and system research.
- The dissemination policy is a document which is in line with the existing strategy of the office and with quality policy.

Common methods of dissemination include:

- Publishing program or policy beliefs
- Publishing project findings in national journals and stage wide publications.
- Presenting program results to local community groups and other local stakeholders.

Some process of dissemination includes:

- Dissemination policy: This is a document which is in line with the existing strategy of the office and quality policy.
- Writing and disseminating injury prevention research which should follow your agency or organizations policies.
- Communication and dissemination strategies
- Dissemination of evaluation findings
- Disseminating knowledge products
- Identifying information dissemination partners.

Importance

- It shares with others the knowledge that evaluation has produced.
- The audience to which the information is directed may determine the dissemination method.
- There is need to communicate evaluation results in a way that is credible and clear for particular audiences.
- It emphasizes the motivation of an organization when initiating dissemination so as to increase the value of one or more attributes of the stakeholders i.e.
 - a) Information is disseminated in order to improve knowledge base and making of good judgement in failure situations
 - b) Information is disseminated to educate, explain or promote a concept, process or principle that is technical specifications explaining system capabilities, instructions about alternative to avoid congestion in transport routes and guidelines for the completion of work.
- This ensures consistent appearance of project deliverables and all ways in which information is being disseminated to encourage respondents complying with procedure
- Information can be disseminated in the loft of causing feedback that might require further information to be generated i.e. questionnaires.
- Information is disseminated for a group of individuals to share knowledge and routes of communication

Objectives of dissemination

- Ensuring continuity development of expertise
- Supporting continuity of new information

Conclusion

This learning outcome covered: Evaluation of the disaster prevention and response plan, evaluation report on disaster prevention and response, dissemination of report findings to relevant stakeholders.

Further Reading



Read on response training program from; Lohmann & Lohmann (2002). Implementation. In Social Administration (pp. 182-200).

11.3.7.3 Self-Assessment



Written Assessment

1. Which agencies are relevant for disaster prevention?
 - a) Government
 - b) NGO's
 - c) Humanitarian bodies
 - d) Children
2. What are three sources of funding in disaster prevention team?
 - a) Charity organization
 - b) Government
 - c) Borrowing
 - d) Stealing
3. Which of the following is not a step of emergency?
 - a) Check
 - b) Call
 - c) Care
 - d) Deuce
4. Which is not the type of disaster preventions?
 - a) Meteorological
 - b) Geophysical
 - c) Biological
 - d) Planting
5. What are the main sources of information?
 - a) Singing
 - b) Swimming
 - c) Tablets
 - d) Driving

6. What should be considered when choosing reference materials?
 - a) The content
 - b) Time frame
7. What do you think are most pressing needs in your community?
 - a) Health care
 - b) Quality of education
 - c) Public safety
8. Examine methods ways of preventing disaster.
9. Define evaluation plan.
10. Discuss and illustrate the main sources of information.
11. Illustrate how the most vulnerable members in your community outcome disaster.
12. Define the term implementation plan.

Oral Assessment

1. Why is it important to have external assessors in responding implementation?
2. State measures used in management of disaster

Project Assessment

Is the program being the best use of resources?

11.3.7.4 Tools, Equipment, Supplies and Materials

- Functional office
- Fully equipped simulated operations training office
- Resource person
- Tablets
- Smart phones
- SD cards and card readers

11.3.7.5 References



- Lohmann, R., & Lohmann, N. (2002). Implementation. In *Social Administration* (pp. 182-200). NEW YORK: Columbia University Press. doi:10.7312/lohm11198.16
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11.3.8 Learning Outcome No7: Document disaster /Crisis management

11.3.8.1 Learning Activities

Learning Outcome No 7: Document disaster /Crisis management		
 Learning Activities	Special Instructions	
7.1 Identify documentation procedures as per SOPs 7.2 Store documents as per organization policy 7.3 Prepare documentation plan as per the organization policy 7.4 Prepare documentation tools as per organization policy 7.5 Conduct documentation analysis as per the organization policy	Case study Group Discussions Classroom simulations	

11.3.8.2 Information Sheet No11/LO7: Document disaster /Crisis management



Introduction

This learning outcome covers: Documentation plan for advocacy and lobbying activities, documentation tools, implementation of the documentation plan, and analysis of the documentation.

Definition of key terms

Advocacy: It is the act or the process of supporting a policy, proposal or a cause.

Lobbying: It is a way of persuading someone in power to propose a law or change an existing law e.g. the government.

Disaster: It is a sudden event that causes serious disruptions on the functioning of a community or society.

Content/Procedures/Methods/Illustrations

7.1 Documentation procedures are identified as per SOPs

Disaster Management: It is the strategic process of organizing and managing the resources and responsibilities for dealing with all humanitarian aspects in order to reduce the impact of disaster. When identifying the documentation procedures for disaster management, the organization should ensure that the procedures are in line with standard operating procedures for the organization. Documentation procedures are identified through visual, audio and written recordings. Each step of the emergency response should be well detailed. This enables an organization to have a clear understanding of the events that occurred. Documentation should begin immediately upon notification of an emergency all the way to the completion of post incident reviews. This is done by compiling notes and applicable documentation from all employees and members of the response team.

Importance of documenting procedures in disaster/crisis management

Procedures are the core of an organization's operations. Documenting procedure is important because it reduces risk in operational redundancy in the event that key talent leaves the organization or is not available when needed. Organizational procedure improvement can only be attained with accurate procedure documentation.

- i. Operational redundancy.** Reduces risk in the event that key talent leaves the organization or is unavailable.
- ii. Organizational procedure improvement.** Can only be done with accurate procedure documentation
- iii. Operational Consistency.** By documenting procedures, auditing, and reinforcing processes, organizational operational consistency is ensured.
- iv. Risk mitigation.** Possible through enforcing and showing compliance with organization reinforcement.

Benefits of efficient documentation procedure

- Provides evidence of the organization's proactive disaster management.
- Ensures that the management is aware of organizational performance.
- Helps in ensuring continuous improvement.
- Demonstrates a commitment to continuous improvement in disaster management performance.
- Enables a more effective performance.
- Enables effective reporting to managers and directors who are not directly involved in work place disaster management matters.

7.2 Documents are stored as per organization policy

Records and information are put at risk when not stored securely. Losing information or data manipulation hinders organizational operations thus making it unable to carry out its mandated responsibilities. Protecting electronic and paper records from loss or damage is essential to ensuring the organization carries out the work efficiently and effectively.

How they are stored

- Ensuring that organization complies with all the five regulations
- Use of strong passwords and lack of exposure of passwords to unauthorized personnel.
- Banning smoking when documents are kept in the open to prevent fire in the storage.
- Identifying and labelling vital documents clearly so they can be retrieved easily in case of an emergency.
- By not storing documents directly below or above heating, water and drainage papers.
- Identifying all the locations where water might penetrate and inspect those locations regularly

- Securing official records in authorized record-keeping systems
- Ensuring regular and secure back-ups of all official documents
- Use of up-to-date virus protection software
- Use of surge protectors and back-up systems to protect computers during power outages

What to consider when storing documents

- Purpose of the document:** When the purpose is known, it becomes easier to differentiate the documents currently in use from the ones to be archived.
- Considerations:** The organization should consider the format in which the document should be stored. E.g. Electronic documents from paper documents, and current documents from archived documents.
- Benefits:** Establishing a procedure for the storage of documents is vital to every organization in case of an emergency. The procedure for storage should include the plan for removing the documents in the case of fire, floods or other disasters.

Techniques for storing documents of disaster management

- **Pre-organizing workspace:** It entails going through all the documents to identify the ones to be saved and the ones to be shredded.
- **Acquire filing:** Filing cabinets are the most important forms of storage for documents.
- **Label Clearly:** In order to keep the filing system organized and free of accidents, category mixing should be conducted where files are labelled in order of purpose and topic.
- **Add a splash of colour:** This helps in brightening the filling room thus making it easy to identify each section, especially when different shades of colour are used for each section.
- **Sort out Lose Documents:** Some documents are kept aside for future filing, in order to avoid pile up, they should be sorted and filed as duplicates are gotten rid of.
- **Use storage labels:** These boxes should be well and clearly labelled in order to know which document is kept in which box.

7.3 Documentation plan prepared as per the organization policy

What is Lobby and advocacy? These are processes of influencing decisions to make certain individuals or stakeholders to support a policy, proposal or a cause.

What is the purpose of documentation plan for advocacy and lobbying activities in disaster management?

- It provides the content on how lobbying and advocacy activities are conducted.
- It sets out the phases, activities, and tasks needed to deliver advocacy and lobbying activities.

- Used to identify, in advance, the processes that will be involved in the advocacy and lobbying activities.
- Serves the purpose of providing proof of traceability or reference of the activities involved in advocacy and lobbying.
- Shows the advocacy and lobbying expectations and objectives.
- Helps to address any lobbying and advocacy issues.
- Helps to track the progress and performance in order to make appropriate decisions.

Steps to prepare documentation plan for crisis management

- i. **Assessing the risk:** This mainly involves identifying potential crisis that would disrupt organizational functions and processes. Working with crisis response team and the leaders in these teams, helps in listing all relevant threats and vulnerabilities that could impact the organization e.g. Product recalls, cyber-attacks and data breaches.
- ii. **Determine the organization impact:** An organization uses business impact analysis to quantify the potential impact of an organization. This helps in revealing a variety of potential effects like customer dissatisfaction or delayed sales and increased expenses.
- iii. **Identify contingencies:** After determining the risks that could impact the organization and how they might occur, then identify the actions that will help the organization to respond effectively to each crisis scenario. An organization should come up with the steps that would be required to resolve a given crisis and the required resources as well as how the employees could assist.
- iv. **Build the plan:** Determining an effective contingency plan for each potential crisis will help in coming up with plans with relevant stakeholders. The employees help in providing relevant insight into available resources and potential hurdles. It's important to keep in mind any relevant regulatory requirements as one works their way through the plan.
- v. **Familiarize users:** All employees should understand their roles during a crisis. When they are stressed or when they panic. It becomes difficult for them to remember their role in a crisis response exercise. An organization can mitigate the effects of stress by ensuring the stakeholders have the information they need and relevant training on crisis management.
- vi. **Revisit the plan frequently:** After writing, approving and testing the plan, it should be revisited frequently. The plan should be kept up to date especially as the employees join or leave the organization and as new technologies and other changes are implemented over time.

Table 11: Sample documentation plan

Sample documentation plan

(Name of the organization)	Documentation Plan
Project/product Name	
(Name of the Organization)	Documentation Plan

Documentation overview

Project scope

Describes the scope of the project for which the documentation will be developed. Should be pulled from formal project documentation and supplemented with new documentation will support the scope

Project objectives

Describes the objectives for which the documentation will be developed. Should be pulled from formal project documentation.

Documentation scope and objectives

Describes the documentation scope and objectives in support of delivering the final product including the documentation life cycle.

- Plan
- Draft
- Review
- Test
- Produce
- Distribute
- Maintain)

Should outline specific objectives for the documentation related to factors such as:

- Ease of use
- User satisfaction
- Capability to achieve change management goals
- Thoroughness and logical flow
- Compliance with usability, brand, intellectual property and regulatory guidelines.

Outline of deliverables

Table 12: Outline of deliverables

Deliverables	Purpose	Audience	Output Media	Writer	SME	Reviewers	Start date	Pub date	Notes
User Manual 1									
User Manual 2									
Quick start guide									
Online Help									
FAQS									
NBT/CBTs									

Detailed content plan

Table 13: Detailed content plan

Provide a detailed analysis of the elements of each deliverable as listed in an outline of deliverables.

Deliverable 1: Name of deliverable

(Include the following information for each deliverable)

Goals and objectives

Approach

Initial Outline

Work breakdown and expected review cycle

Timeline and milestones

Assumptions

(Delineate any assumptions made to support the completion of all deliverables in the plan, including availability of subject matter, experts, overall project dependencies, budget and resource allocation approvals, too availability among others.)

Constraints

(List any factors which will constrain you from completing the activities as planned)

Resources

Describe the resources or level of effort estimates required to complete all the deliverables. Include the metrics used to calculate level of effort.

Table 14: Timeline and milestone

Timeline and Milestone	Start	Completion	Duration
Documentation Plan	Mm/dd/yyyy	Mm/dd/yyyy	10 days
Documentation Plan Approval			1 day
Deliverable 1 Content Plan Approval			1 day
Deliverable 1 Content Draft 1			14 days
Deliverable 1 Draft II Approval			1 day
Deliverable 1 Design Completed			10 days
Deliverable 1 Bet testing complete			28 days
Deliverable 1 Final Revision Approved			1 day
Deliverable 1 released production			3 days
Deliverable 1 Published			2 days
Complete for remaining deliverables			–

7.4 Documentation tools are prepared as per organization policy

Essential crisis management tools

a) The Master events log (MEL)

The MEL helps the crisis management team to document the incident as soon as it starts to unfold. It's filled out by a scribe who is in close coordination with the crisis leader.

Importance of MEL

- Can be used to reflect on what happened earlier on in the incident
- Used for commuters that need information for their communications to different stakeholders
- Contains facts and assumptions as well as date, time, status and ownership of various tasks.

b) The briefing cycle

This process should be disciplined to ensure efficiency of the crisis team. This process has been effectively used by militaries throughout the time. The leader should set expectations as early as possible during the briefing cycle. Very short and factual discussions about the status of the incident is included in the briefing cycle.

c) An emergency operating room (EOR)

A safe and secure place where teams or a team coordinates a response to crisis. The place or the room should be well-equipped to manage the incident for a sustained period. It should be equipped with tools and resources that team needs in supporting the management of an elevated incident.

Tools and equipment in an EOR

- IT infrastructure
- Plans and maps of relevant assets like facilities and other key locations such as bathrooms.
- Access to food and water
- Printers and other office supplies

d) Simulation exercises

These are the best tools that an organization can invest in for appropriate crisis management.

Benefits of conducting a well-constructed crisis simulation exercise

- Stimulates thought processes
- Focuses teams on specific scenarios
- Enhances team building
- Strengthens the understanding of roles and responsibilities as well as plans and procedures
- Identifies issues, assumptions and challenges
- Identifies resources necessary to overcome any issues, challenges and assumptions

Types of crisis management tools

- a) Crisis management consultants:** This is a team of experienced consultants who provide resources during unexpected crisis events, training for key personnel, security staff and assistance with crisis management planning. This team helps key staff develop an effective risk management plan.
- b) Identifying risks and threats:** This is a thorough security audit that involves key staff from across the company to identify risks and threats. They help in finding out about all the key security issues, possible crisis scenarios and safety threats that help define the organization's security status by highlighting the areas that need reinforcement. A good way to quickly ascertain risks is to meet with organizations insurance brokers and get a briefing on what is and what is not covered in the organization's insurance plan.
- c) Risk management plan:** The plan is developed as risks are identified and well-defined. The plan should be well-documented and regularly evaluated and updated. Each member of the organization should be clear with this plan and not just the security staff. The plan should incorporate crisis drills such as for the fire and tornados and they should be practiced regularly. There should be drills with a proven outage crisis checklist conducted by the IT department. The best risk management plans include every aspect of the business with itemized and categorized risks that have been well-researched and well-defined.

d) Planning and training for prevention

A crisis is handled best when it's prevented first. An organization should plan for security and train staff to recognize security and crisis warning signs and red flags in order to avert disaster before it happens or to at least minimize its impacts when it starts. Regular review of security plans and systems and continuing professional training for security staff is highly recommended. All the staff should be trained on emergency preparedness.

7.5 Documentation analysis is conducted as per the organization policy

What is risk analysis?

It is a process that helps an organization to identify and manage potential problems that could undermine its initiatives or projects. In order to carry out a risk analysis, it is important to identify the possible threats that are faced first and then estimate the likelihood that these threats will materialize.

When to Use Risk Analysis

- When planning projects in order to anticipate and neutralize possible problems
- When deciding whether or not to move forward with a project
- When improving safety and managing potential risks in the organization
- When preparing for events such as equipment or technology system failure, theft and natural disasters
- When planning for changes in an organization e.g. New competitors coming into the market or changes to government policy

How to use risk analysis?

i. Identity threats

This is the first step in using risk analysis where existing and possible threats that might be faced are identified.

Sources of Threats

- **Human:** These threats could include illnesses, injury or loss of a key individual
- **Operational:** Disruptions to supplies and operations
- **Reputational:** Loss of customer or employee confidence or damage to market reputation.
- **Procedural:** Failures of accountability, internal systems, controls or from fraud
- **Political:** These are the changes in tax, public opinion, government policy or foreign influence

Approaches to carry out a thorough analysis

- Running through a list to see if any of the threats are relevant
- Thinking about the systems, processes, structures that are used and analysing the risks to any part of these
- Asking others who might have different perspectives

ii. Estimate risk

After identification of the threats faced, calculation of both the likelihood of these threats being realized and their possible impact is done.

How to manage risks

- Avoid the risk:** This is done by not getting involved in a business venture or skipping a high-risk activity.
- Share the risk:** This can be done by looking at the potential gain e.g. by insuring the office building and the inventory with an insurance company.
- Accept the risk:** It is the best option when nothing can be done to prevent or mitigate a risk, when the potential loss is less than the cost of insuring against the risk, or when the potential gain is worth accepting the risk.
- Control the risk:** This happens after accepting the risk. An organization should hence work towards reducing the impact of the risk.

Conclusion

This learning outcome covered: Documentation plan for advocacy and lobbying activities, documentation tools, implementation of the documentation plan and analysis of the documentation.

Further Reading



Read more on disaster mitigation from Disaster in an Era of Diminishing Resources by Kevin M. Cahill, MD (2012).

11.3.8.3 Self-Assessment



Written Assessment

1. Which of the following activities is covered by disaster management before, during or after a disaster?
 - a) Reconstruction and rehabilitation
 - b) Mitigation
 - c) Emergency response
 - d) All of the above

2. A flood can vary in
 - a) Size
 - b) Duration
 - c) Speed of water flow
 - d) All of the above
3. Which of the following is an environmental consequence of floods?
 - a) Dispersal of weed species
 - b) Erosion of soil
 - c) Release of pollutants into waterways
 - d) All of the above
4. Dams are designed to reduce flooding by?
 - a) Protecting river banks from erosion
 - b) Providing storage for flood water
 - c) Increasing down streaming velocity of flood water
 - d) Trapping sediment behind the dam so it can't be deposited downstream
5. Absence of a normal pattern of rainfall in a region for an extended period of time is called?
 - a) Deforestation
 - b) Landslide
 - c) Flood
 - d) Drought
6. Drought, unequal distribution of food increased population and flooding are causes of?
 - a) Famine
 - b) Typhoid
 - c) Dengue fever
 - d) Malaria
7. The most catastrophic weather or climate related disasters in terms of lives lost is?
 - a) Drought
 - b) Severe storms
 - c) Floods
 - d) tornados
8. Evaluate three ways in which documents can be lost.
9. Examine the importance of risk analysis.
10. Define the terms lobbying and advocacy.
11. Distinguish between crisis and disaster.
12. Examine the importance of documentation analysis?

Oral Assessment

1. What do you understand by the term disaster management?
2. Identify tools used in documenting disaster.

Case Study Assessment

Prepare document on various crisis facing the country.

11.3.8.4 Tools, Equipment, Supplies and Materials

- Functional office
- Fully equipped simulated operations training office
- Resource person
- Tablets
- Smart phones
- SD cards and card readers

11.3.8.5 References



AIPP. (2013). Training Manual on Advocacy, Lobbying & Negotiation Skills for Indigenous Peoples in Climate Change and REDD+. Thailand: Asia Indigenous People Fact.

Kevin M. Cahill, M.D (2012). More with less: Disaster in an Era of Diminishing Resources. (USA). Fordham University.

Pradyomna P. Karan, Shanmugam P. Subbiah. (2011). The Indian Ocean Tsunami. The Global Response to a Natural Disaster. (USA). University Press of Kentucky.

CHAPTER 12: CONFLICTS RESOLUTION AND MANAGEMENT

12.1 Introduction of the Unit of Learning/Unit of Competency

Conflicts resolution and management is a unit of competency offered in TVET level 6 Social Work and Community Development course qualification. This unit describes the competencies required to coordinate conflict resolution and management. It involves identifying target group, establishing conflict causes, developing conflict resolution measures, monitoring conflict resolution process, managing community conflicts and documenting conflict resolution and management activities. The significance of conflicts resolution and management to TVET level 6 Social Work and Community Development curriculum is to equip apprentice with knowledge and skills to demonstrate emotional intelligence, conflict resolution, boundary setting, nutrition and food supply and human growth development so as to fit well in workplace.

The critical aspect of competency to be covered include; demonstrate ability to mobilize target groups in conflict resolution, develop selection criteria to identify target group, develop assessment tools for both primary and secondary data sources, administer assessment tool, analyse findings, prepare reports, disseminate information, formulate conflict resolution programs, implement conflict resolution programs, develop monitoring tools, review conflict resolution measures and document conflict resolution and management activities. Basic Resources required include a functional office and fully equipped stipulated training office.

The unit of competency covers six learning outcomes. Each of the learning outcome presents; learning activities that covers performance criteria statements, thus creating trainee's an opportunity to demonstrate competecies stipulated in the occupational standards and content in curriculum. Information sheet provides; definition of key terms, content and illustration to guide in training. The competency may be assessed through written test, demonstration, practical assignment, interview/oral questioning and case study. Self assessment is provided at the end of each learning outcome. Wholistic assessment with other units relevant to the industry sector workplace and job role is recommended.

12.2 Performance Standard

Identification of target group, establish conflict causes, develop conflict resolution measures, monitor conflict resolution process, Manage community conflict, Document conflict resolution and management activities as per the organisation policy and selection criteria.

12.3 Learning Outcomes

12.3.1 List of Learning Outcomes

- a) Identification of target group.
- b) Establish conflict causes
- c) Develop conflict resolution measures
- d) Monitor conflict resolution process
- e) Manage community conflict
- f) Document conflict resolution and management activities

12.3.2 Learning Outcome No 1: Identification of Target Group

12.3.2.1 Learning Activities

Learning Outcome No 1: Identification of Target Group		
	Learning Activities	Special Instructions
	1.1 Conduct Inception and introductory meeting as per organization policy 1.2 Develop Selection criteria for target population developed as per organization policy 1.3 Apply Selection criteria is as per organization policy 1.4 Mobilize the target group as per the selection criteria	Demonstrate group work play Group discussions

12.3.2.2 Information Sheet No12/LO1: Identification of target group



Introduction

The learning outcome covers: Meaning and importance of conflict resolutions, social conflict theory, and types of conflict, inception and introductory meeting with the community leadership. It also covers the selection criteria for the target group for the conflict resolution and selection and mobilization of the target group.

Definition of key terms

Inception: This is the establishment of something that will move to unknown heights/establishment or starting point of an activity or institution.

Introductory: This is the basic basis of knowledge about a subject.

Conflicts: This is a dispute that arises when a subject or more groups of parties fail to agree about a particular subject.

Resolution: Coming to an agreement about a particular issue that had caused a misunderstanding.

Target population: This is a group of people who are aimed at who a certain research or finding is about.

Task conflict: This occurs when two parties are unable to progress in a task due to differing needs, attitudes or behaviours

Content/Procedures/Methods/Illustrations

1.1 Inception and introductory meeting conducted as per organization policy

According to an organization policy covering conflicts resolution, we will consider a community having some sort of conflicts with their neighbouring community. Community A and community B. Through conducting a proper inception, the core of the conflict is identified. The inception may have been done through spying, giving out questionnaires, and orally asking questions to the community members or both. A questionnaire sample maybe offered if both communities are literate.

After they both react positively and answer the questions well, the samples are well checked by the selected organization team and by good luck the most core issue for the conflict might be noticed according to their answers in the questionnaires. A survey may also be conducted to add the thickness of the issues discovered through the questionnaire.

After the starting point is established and the core issues of the conflict are discovered, more introductory meetings are conducted because the conflict issue is too big to be handled in a beep.

At this point community A and community B are still in a conflict and the fuel of the conflict is already known by the organization and they are figuring out the best way to solve and bring peace through conflict resolution. More research is done to avoid misunderstanding.

Both inception and more introductory are done. The importance of doing this is to;

- Get the exact cause of the conflict
- Create rapport between the two communities
- Know the target population and their habits before confronting them to solve the issue.
- Mark the beginning of the conflict resolution
- Identify barrier to solving the conflict
- Come up with the best idea or solution on how to resolve the conflict

Oral interviews are also done to get more information directly from the community members and also get immediate response.

Finally, the start has been marked and the communities in conflict have been marked and the organization has probably discovered the best way to solve the conflict and if not, choices are now on table for tabulation.

1.2 Selection criteria for target population developed as per organization policy

Selection criteria for the target population as per organisation policy

- **Analyse your service:** Write down the features of the service you want to provide and with each feature, note down the benefits. Once the benefits are noted down, make a list of people who have a need that your benefit fulfils.
- **Choose specific demographics to study:** Consider factors like: age, occupation, gender, ethnic background, marital and family status, education level, income level and location.
- **Consider the psychographics of your target:** These are the more personal characteristics of a people including: behaviour, lifestyles, values, attitude, personality, interests and culture. People are made up of some or all these contexts. When sharing a social issue to address, all these factors have to be put into consideration. For example, to conduct a project on elimination of Female Genital Mutilation (FGM), the following should be considered:
 - a) The communities practice FGM
 - b) The people affected by the practice
 - c) The age of the affected people
 - d) The challenges that may arise while trying to educate and changing the mind-set of the particular community
 - e) How to deal with such challenges
 - f) How to tailor your approach to fit into the communities' psychographics?
- **Evaluate your decision:** Once you have decided on the target group, go through the following questions:
 - a) Are there enough people who fit your criteria?
 - b) Will the target really benefit from your service?
 - c) Do you understand what drives the target group to make decisions?
 - d) Is the group easily accessible?

According to the introductory and inception, the organization crew identifies the target population and the method of conflict resolution is underway. There are certain criteria therefore, that the organization should introduce to deeply narrow down to the target population. Some of the activities are;

- Identifying the conflicts
- Assessing the conflicts to know the cause and its effects
- Planning on how to resolve the conflict effectively and fast
- Monitoring how the conflicts had been resolved and evaluating the process that was used to resolve the conflict and what benefits it has led to.

Knowing the type of the conflict

To deeply know the target population one must be conversant with the type of conflict. There are many classification of conflict. According to these specific target populations we are going to introduce two types of conflict:

- Economical conflict
- Social conflict

- **Economical conflict**

According to economical conflict, group of parties often have misunderstanding about valuable resources in various places e.g., at work or in communities. We can narrow down to task conflict and value conflict. They both involve something valuable that is of importance and so the owning creates misunderstanding. Some target population criteria might be selected through either conflict.

- **Social conflict**

According to social conflict, a group of people who often live together might conflict through their ways of living. The most common type of this conflict is the relationship conflict. This might involve a family relationship or close friends. It might also involve communities living together as neighbours. In most scenarios social conflicts are the ones that happen more frequently than economical conflicts. According to the organization policy the process of conflict resolution is underway, because the target population are already identified and therefore the solution criteria is also underneath. The communities involved and cause of conflict is known and so the solution to the end conflict should be mitigated. The organization should have in-depth knowledge on the social conflict theory and the conflict in the community.

1.3 Selection criteria is applied as per organization policy

The execution of the selected criteria is finally applied to the target population. After they have been discovered, the criteria are applied to the target population.

Effects of conflict

Conflict causes decrease in productivity: When for example farmers spend much of their time dealing with conflict, members of the agriculture take away their glance; hence concentrating less. This might lead to lowering of the farm production due to loose partnership caused by the conflict.

Conflict causes employee turnover impact: When an agricultural organisation has a conflict, some members' farmers might get increasingly frustrated and may decide to end the membership.

Conflict causes escalation and violence: when solving conflict and it mistakenly escalates without mediation, violence might arise causing more damage on properties and to some extent the lives of some individuals might be claimed through violence.

Conflict causes share and respect to other people opinions: Through solving the conflicts between community A and community B. People might gather and decide to talk about their issues and opinions. Through this, others gain knowledge on solving more conflicts and others learn to understand other people's decision and opinions. This tells us that conflicts are not about negative things but are also caused by conditions. Through looking at some of the effects of conflict we found a good reason for the importance of conflict resolution. Just to name are:

- Conflict resolution binds people together
- Conflict resolution lets others understand other people well
- Conflict resolution promotes peace and harmony around us
- Conflict resolution creates good rapport between communities

Hence there is a need for conflict resolution. Through the organization policy a perfect criterion to the target population is approached in a good manner just as the conflict resolution method has chosen and proven. In our case previously, we had two communities that were in conflict over certain issues. According to types of conflict we arrived at a social conflict and because we had to select criteria for target population, we are about to mobilize the target population. The target population therefore should be in close contact with the organization to find out how easy the process is going to be in order for a permanent resolution for the affected communities to return to their normal ways of living. According to the target population the selected criteria is going to be directed to the confrontation of the community leadership. This will ease the process because the communities' leaders (both communities involved in conflict) will act as a representation of the whole community. They will also have some intelligence in solving the conflict.

1.4 Mobilization of the target group is done as per the selection criteria

The selection criterion is done and now the target population needs to be mobilized in conflict resolution. Inception and introductory meetings within the communities' leadership are organized. The main aim is to get to the main cause of the conflict through the communities' leadership. The organisation through their policy visits the two communities and get down to ask leadership questions to arrive at the cause of the conflict. Various ways might be used in accordance to the type of the conflict.

After the leaders have been confronted and the information has been gathered, the organization select a criterion for the target group for conflict resolution. However, it should be known that the effects of the conflict really affect the criteria to be used. The organization should reach down to the people and have a one on one conversation to get to the core of it. Later the information is combined and the target group is ready to be mobilized. The organization through their policy, know the exact cause of the conflict between community A and B. To some extent they know the exact solution to the conflict. Just to elaborate; mobilization is the preparation for actual service, and so the organization starts mobilizing the whole communities in

conflict resolution. There are many ways to solve a conflict but the choice for solving this will depend on the communities that are involved in the conflict. Unilateral decision cannot be advised here because the communities are supposed to live forever after the conflict has been solved. Therefore, arbitration, bartering, postponement, problem solving, total surrender or negotiation might be used in communities' cases.

Conclusion

The learning outcome covered: Meaning and importance of conflict resolutions, social conflict theory, and types of conflict, inception and introductory meeting with the community leadership. It also covers selection criteria for the target group for the conflict resolution and selection and mobilization of the target group.

Further Reading



Read more on how to identify “target group”, consideration based on experience from Honduras and Tlepal by Sandra Contzen and Ulrike Müller –Böker, May,2014

12.3.2.3 Self-Assessment



Written Assessment

1. Which one of the following is not a method used in inception?
 - a) Questionnaire
 - b) Spying
 - c) Oral interview
 - d) Writing
2. Each of the following is a reason for inception and introductory except one. Identify it.
 - a) To create a rapport between different parties
 - b) To start a conflict resolution
 - c) To start a conflict
 - d) To get the exact cause of a crisis
3. Identify a type of conflict below.
 - a) Wrong drug prescription
 - b) An economic conflict
 - c) Fair ruling against a leader
 - d) Food poisoning

4. Which one of the following can cause a crisis to occur?
 - a) Fair ruling
 - b) Equal distribution of resources
 - c) Free and unfair election
 - d) Quality health care
5. Which one of the following is correct?
 - a) Conflict resolution promotes harmony among a people
 - b) Conflict resolution creates a rapport among people
 - c) Both of the above
 - d) None of the above
6. The following can be used to resolve a conflict except one. Identify it
 - a) Negotiation
 - b) Fighting
 - c) Arbitration
 - d) Mediation
7. Which of the following method solving conflict cannot be used in communities' issues?
 - a) Arbitration
 - b) Bartering
 - c) Postponement
 - d) Unilateral
8. Briefly describe the social conflict theory.
9. Give two examples of economic conflicts.
10. Examine three effects of a conflict.
11. Define the meaning of inception.
12. Highlight three types of conflicts.

Oral Assessment

1. How can you define social conflict to a fellow student you've just met in a seminar?
2. Explain the process one has to follow to reach a peaceful solution during a conflict

Practical Assessment

Visit two neighbouring pastoralist communities that are a heated conflict over a piece of grazing land. Help them come to an understanding of how to share the piece of land and educate them on the importance of peace.

12.3.2.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped simulated training office
- Tablets
- Smart phones
- SD cards and card readers

12.3.2.5 References



Contzen, S., & Müller-Böker, U. (2014). How to identify' target groups'? Considerations based on experiences from Honduras and Nepal. NCCR North-South 'Integrative Node', Research Product 2.

Diance Lister (2002). Negotiating the impossible. University of York

Kariuki, J. G. (2014). An Exploration of the Guiding Principles, Importance and Challenges of Monitoring and Evaluation of Community Development Projects and Programmes. International Journal of Business and Social Science, 5(1).

12.3.3 Learning Outcome No 2: Establish conflict causes

12.3.3.1 Learning Activities

Learning Outcome No 2: Establish conflict causes		
	Learning Activities	Special Instructions
	1.1 Develop Assessment tools for both primary and secondary data sources as per SOPs 1.2 Administer Assessment Tools as per SOPs 1.3 Document Findings as per organization policy 1.4 Analyze Findings as per SOPs 1.5 Prepare report as per SOPs 1.6 Disseminate Information as per organization policy	Training /seminars Community/Organization Awareness Conflict management team

12.3.3.2 Information Sheet No12/LO2: Establish conflict causes



Introduction

This learning outcome covers: Causes of conflict, characteristics of community conflicts, development of assessment tools on causes of conflict, administration of assessment tools, documentation of findings, analysis of findings and report writing and dissemination of information to relevant stakeholders.

Definition of key terms

Disseminate: This is the process of distributing or spreading something with the purpose of passing information.

Conflict: The disagreement between two or more persons with different opinion towards a specific subject.

Community: A group of people living in the same place and sharing resources.

Assessment tools: These are techniques used to measure abilities and skills in a given subject.

Administration: The practice of recognizing and dealing with disputes in an effective way.

Conflict analysis: It is the systematic study of causes, actors, profile of conflict.

Reporting: A document containing information organized in a narrative, graphic or tabular form that may be presented as oral or written.

Content/Procedures/Methods/Illustrations

1.1 Assessment tools for both primary and secondary data sources developed as per SOPs

Sources of data are where you get information in regards to a specific subject e.g. establishing causes of conflicts. Primary data is where you get information that is first hand e.g. one on one interviews, questionnaires etc. while secondary data is the one you source from an archive e.g. journals, newspapers, textbooks, internet etc. The assessment tools in data sources are methods and apparatus for conducting conflict management (Clark, Baker, Rhosel 2006). The assessment tools in conflict management are developed in the following way:

- i. Analysing the underlying cause of conflict: This by assessing the origin and underlying causes of conflict, highlights the linkages between the factors that lead to conflict arising.
- ii. Analysing issues that give rise to conflict: It adds to the activities that help identify underlying causes of conflict by providing an additional level of analysis as it identifies boundaries and key issues.
- iii. Analysing stake holders' rights, responsibilities returns and relationships.

These tools are important in conflict management because:

- They help the management team to understand the causes of the conflicts
- Offer mediation as one of the conflict resolving method that helps to bring the conflicting parties together and wave a one on one conversation
- In community conflict, use of interviews and mediation helps the parties to understand how to end the problem.
- The assessment tools enable the management team to keep record of what was the cause of conflict and the agreement that was reached to solve the problem

Conflicts can be caused by different things in the community. They include:

- **Political difference:** Is the cause of conflict where people have different opinions towards the kind of leadership in place and the leadership in style. Having different ideas and opinions causes some community members get interest to hold different positions in the community.
- **Economical difference:** In a community people have different sources of income and lifestyle. This causes conflict because people are after being on the higher level than they can manage leading to corruption and behavioural misconduct.
- **Social status:** Having different categories of individuals with different social status in education, career, leadership positions causes some people to look down on others and that creates conflict.

- **Technology:** It is a growing and ever changing state in the community. While some members of the community are well informed, others are still using the out dated means of communication. This causes conflict because of some members not being updated with information or delayed communication.
- **Ethical issues:** People have different beliefs, cultural practices and ways of doing things. These differences at times causes conflict among community members.
- **Legal:** The process of solving issues. Communities have different levels of legal services while others are still using barazas and others go to court. Some cases may need more professional persons to manage the conflict where professionalism is absent, decisions arrived at may be biased

Characteristics of conflict in the community

- It is a universal process found in every society
- The result of deliberate and conscious efforts of individual of groups
- Conflict is a brief duration, temporary and intermittent
- Conflict is inevitable. It is everywhere it develops because we are dealing with people's lives, jobs, children, pride etc.
- Perception is conflict. We all have different perceptions and views. What we perceive and think affects our behaviours, attitudes and communication
- Interdependence and interaction. Without interdependence there are no interaction conflict occurs when there is some kind of interaction that takes place

Types of assessment tools

- Questionnaires.** These are written questions that are given to the conflicting parties in relation to the conflict at hand.
- Interview.** It's a one on one question and answer session that helps the conflict manager get information.
- Sampling method.** Cluster sampling is collecting data in groups of people who are in the same religion.
- Observation.** Where the conflict manager get to listen and observe the character and attitude of the parties in conflict and comes up with a decision based on the observation made.

1.2 Assessment Tools are administered as per SOPs

Ways of administering assessment tools

- Introduction:** This is where the assessors prepare open-ended interview questions designed to obtain information about the conflict.
- Information gathering:** The assessors can now study the background of the conflict through research and personal interviews with the stakeholders. This helps the assessors understand the different viewpoints of stakeholders, the key issues in the conflict, different parties' interests, negotiable and non-negotiable

- points, issues for future discussion, possible avenues towards settlement or resolution, reactions to the proposed process, and barriers to intervention.
- iii. **Analysis:** The assessors then summarize findings, mapping areas of agreement and disagreement.
 - iv. **Process design:** If requested, assessors may suggest a suitable conflict resolution process, describing goals, agendas, possible structures, and time frame.
 - v. **Report writing:** The assessor will write a report which is reviewed by the parties. This may then be decided to follow the process recommendations of the assessment report, or pursue the conflict in a different way.
 - vi. **Graphical "conflict mapping":** Used in complex conflicts, it is often useful to diagram or graphically "map" all the different conflict elements. Such graphical depictions of the conflict process often illustrate positive feedback loops that are causing conflict escalation, as well as conflict limiting dynamics that might be accentuated to lead to conflict management or transformation.

Importance of administering assessment tools

- Helps one understand the root causes of conflict in the community
- Helps one to understand the attitude, religious affiliation, ethnicity and cultural practices and beliefs of a community.
- Helps to increase mitigation approaches to become more innovative and interdisciplinary (Dickman, 2010).
- Administration of assessment tools enable the community members even understand themselves better. They get to appreciate each other's opinion, beliefs and cultural practices.
- Administration of the assessment tools brings the different levels of community together that is the political, spiritual and village elders come together to get to understand better what are the causes conflict in their community.
- Inclusivity: When a conflict arises in a community and all people are involved in the process of solving the problems, it increases level of trust, unity and participation in the development of the community.

1.3 Findings are documented as per organization policy

It is important to focus on translating research and theory into brief, engaging programs for community families to improve conflict and emotional security.

The evaluation based on multi-domain and multi-method assessment of the community. In regards to the findings, evidence is presented at the post test for improvement in community conflict with consideration of relative benefits for different community groups and preliminary support for theoretical bases for program outcome.

Documenting of the findings are as follows:

- a) Clearing and creating space for documentation either by having a bigger room for filling or flash disc for the soft copy.
- b) Labelling and naming the documents clearly.
- c) Sorting and filtering the documents systematically and clearly.
- d) Arranging the documents systematically either alphabetically or region wise.

The importance of documenting findings as per the organization policy

- They can be used for future reference
- They help to guide on prevention measures in conflict to the community
- Documenting findings helps to ensure there is consent and expectations of the conflicting parties
- Helps to tell the narrative of the decisions that have been made and how the conflicting parties responded to different situations
- Documenting of findings helps to support the proper treatment plan and the reasoning for such services

There are several types of doing documentation

- **System documentation**
Records information about systems design specification e.g. its internal workings and its functions. Having the information in soft copy e.g. flash disks, google drive.
- **Internal documentation**
Includes having information in a manual way it is the outcome of all structured techniques e.g. files, magazines, journals.
- **User documentation**
This covers the manuals that are mainly prepared for end-users of the document. Bulletins, brochures.

1.4 Findings are analysed as per SOPs

Findings are the information gathered after collecting data and reviewing it.

Findings in conflict management in the community may be:-

- Poor leadership is the main cause of conflict hence there should be change in leaders
- Unemployment in the society has led to increased insecurity cases hence call for job creation/opportunities to avoid insecurity
- Ethical guidelines. Lack of clear guidelines for community beliefs and culture has led to increased murder cases because people tend to be breach others code of conduct
- Political interest leading to conflict of interest among community members and poor leadership

Importance of findings analyses

- Helps to clarify and prioritize the range of issues that needs to be addressed.
- Helps to identify the impact of conflict in the community.
- Helps to determine the stakeholders motivations incentives through understanding their interest'
- Helps to assess the nature of relationship among stakeholders.
- Helps to build rapport and understanding among relevant stakeholders where possible.

1.5 Report is prepared as per SOPs.

Report in causes of conflict is the information that has been gathered and put together to be shared in a document form.

Conflict may be examined for a particular publication by clicking on the title in the expanded view.

Important of preparing a conflict report

- It enables the organization or community in making decisions.
- It's used as a means of communication within the organization or community.
- Provides information to stake holders.
- Helps in updating information about development and future plans.
- Used as reference point in the future.

Steps of preparing causes of conflict report

- i. Define the source of conflict. One should have enough information about the cause of the problem. Understand the situation in depth as well as demonstrate your impartiality.
- ii. Look beyond the incident. Mostly it is about the point of view of the situation that causes anger. Here when parties are in anger probing questions may be of help.
- iii. Request solutions. With your assistance as conflict manager, ask the parties to solicit their ideas.
- iv. Identify solutions. Both disputant can support point out the merits of various ideas not only from each other's perspective but in terms of the benefits.
- v. Agreement. The mediator needs to get the parties to shake hands and accept one of the alternatives identified. (Staft, 2019).

1.6 Information is disseminated as per organization policy

Information dissemination is the distribution of information to the conflicting parties or community or organization.

According to the organization policy information can be distributed through:

- **Barazas:** These are meetings that are held in the village by the government to pass information and get updated on issues concerning the community.

- **In writing:** Written information can either be through email, text, social media, website etc. where an organization uses to pass information.
- **Meetings:** The conflict manager can call for a meeting to address issues that are facing the organization. Dissemination of information is of great meaning/importance to an organization.
- **Be updated:** It helps the involved parties to be updated with what is going on or the progress of process of solving issues.
- **Reduces conflict:** Sharing of information in an organization reduces the chances of conflict arising since the employees are informed on what to do, when, where and how to handle matters when they arise.
- **Decision making:** Disseminating information enables one to make a better decision based on opinion received from others.
- **Creates good rapport:** When the parties in conflict are well informed like the stakeholders they get to understand one another and have a better and stronger rapport among them.

Conclusion

This learning outcome covered: Meaning of conflict, causes of conflict which are political, economic, ethical, social, legal and technological. Characteristics of community conflict: they are universal, temporary, interdependence and interactive. We have also learnt how to develop assessment tools which are questionnaires, interviews, how to administer the assessment tools and documentation, analysing and reporting in causes of conflict.

Further Reading



Read on managing conflict: Cummings, E.M and Schatz J.N (2012). Family conflict emotional security, and child development translating research findings into a prevention program for community families. Clinical child and family psychology review,

12.3.3.3 Self-Assessment



Written Assessment

1. _____ is an example of “conflict triggered by lack of understanding and miscommunication?”
 - a) Family conflict
 - b) Simple conflict
 - c) Ego conflict
 - d) Relational conflict

2. Which of the following statements about conflict is true?
 - a) Conflict can always be avoided
 - b) Conflict is always bad
 - c) Disagreement is always a sign the relationship is poor
 - d) Conflict does not always occur because of misunderstandings
3. The following indicates a 'feminine' approach to conflict, which one is not?
 - a) Keeping distance
 - b) Responding to conflict by focusing on rules
 - c) Protecting self interest
 - d) Encouraging mutual involvement
4. Identify the type of conflict that focuses on issues about community?
 - a) Expressive conflict
 - b) Instrumental conflict
 - c) Ego conflict
 - d) Simple conflict
5. _____ is a phase of the conflict process associated with frustration awareness?
 - a) Beginning
 - b) Source
 - c) Aftermath
 - d) Middle
6. Conflict is constructed when?
 - a) There is a clear winner and clear loser
 - b) Both parties get what they want
 - c) Prevents all new conflicts
 - d) Helps to build new relations
7. What are the causes of conflict in an organization?
 - a) Poor policy
 - b) Good leadership
 - c) Organization assets
 - d) Employee capacity building
8. How do you handle conflict within an organization?
9. How do you manage conflict in the community set up?
10. What are the benefits of organization policy?
11. Conflict is inevitable. Discuss
12. How does politics cause conflict in our society?

Oral Assessment

1. State the characteristics of conflict
2. State the steps of preparing a report

Case Study Assessment

In location ABC there has been cattle rustling over three years which has rendered the communities around poor. As a social work working the location give a report of the cause of the situation and the way forward to ensure a peaceful society.

12.3.3.4 Tools, Equipment, Supplies and Materials

- A functional office
- Smart phones
- SD cards and card readers
- Computer
- Internet

12.3.3.5 References



Colombini, C.B and McBride, M. (2012) “Storming and Norming” exploring the value of group development models in addressing conflict in communal writing assessment writing, 17 (4), 191-207.

Cummings, E.M and Schatz J.N (2012). Family conflict emotional security, and child development translating research findings into a prevention program for community families. Clinical child and family psychology review, 15(1), 14-27.

12.3.4 Learning Outcome No: 3 Develop conflict development measures

12.3.4.1 Learning Activities

Learning Outcome No 3: Develop conflict development measures		
	Learning Activities	Special Instructions
3.1	Mobilize Relevant stakeholders as per organization policy	Illustrations
3.2	Conduct Conflict resolution program (mediation) meeting as per organization policy	Demonstrations
3.3	The program is formulated as per SOPs	Discussions
3.4	Formulate Implementation plan as per the program	
3.5	Share Implementation plan as per organization policy	
3.6	Share resources as per organization policy	
3.7	Implement Plan as per organization policy	

12.3.4.2 Information Sheet No12/LO3: Develop conflict development measures



Introduction

The learning outcome covers: Conflict resolution techniques, mobilization of relevant stakeholders for planning the conflict resolution program, formulation of a conflict resolution program, sharing of the conflict resolution plan, resource allocation for planned activities and implementation of the conflict resolution program.

Definition of key terms

Conflict resolution: Is the process of resolving dispute or disagreement

Stakeholder mobilization: The process by which stakeholders are first introduced to participants' approaches.

Conflict development: Is building interventions after violent conflict address the same concerns as development interventions.

Content/Procedures/Methods/Illustrations

3.1 Relevant stakeholders mobilized as per organization policy

Stakeholders: Are people or entity with an interest or concern in something

Planning: Is the process of making plans for something.

Conflict resolution program: Is a program which the stakeholders will use to find a peaceful solution to resolve their dispute. It can be informal or formal. A number of common cognitive and emotional tips are employed in an attempt to resolve conflicts. The relevant stakeholders that are mobilized are; the investors, suppliers and the vendors, the government and the customers. There are several strategical ways on how to mobilize stakeholder. An organization has cost effective solutions like:

- Newsletters
- Websites
- Targeted public meetings

An organization can establish and maintain open channels of communications this can be through;

- Websites
- Activities on social media
- Basic dissemination material
- Articles events, workshops, conferences.

How stakeholders are mobilized

- i. Building and maintain political commitment to the mobilization of resources and the mobilization of commitment among community members.
- ii. Involving and coordinating a range of stakeholders
- iii. Ensuring increased involvement with people.
- iv. Through putting out the dissemination various platforms ensure the stakeholders are engaged in high level decision making process.

The organization stake holders plan the conflict resolution program by:

- i. Considering all the levels:** This is done by knowing which issues affect your employees the most and how to develop a more practice plan.
- ii. Predicting the conflicts:** While they cannot procrastinate every possible scenario that may arise in the workplace, they can use the data obtained from employees to assemble a formidable list.
- iii. Integrating respect into your plan:** The Company should adopt a policy of common sense based on impartiality. When a problem is presented, you want to make sure you hear both sides.
- iv. Create clear and specific steps towards resolutions:** During brainstorming you should expect that your team is going to have different styles and approaches to managing conflicts, gang into the meeting with an open mind.
- v. Gauge how the system works:** After developing the plans, make sure you are paying attention towards solving it, it also takes time to evaluate if the plan has actually worked.

3.2 Conflict resolution program (mediation) formulation meeting conducted as per organization policy

Mediation: Is an intervention in a dispute in order to resolve it. Formulation as a conflict resolution program is done at the organization. A formulation meeting is held where the consulting parties come together and air out their grievances before a mediator.

A mediator: Is a person who attempts to make people involved in a conflict come to an agreement.

Other conflict resolution techniques are:

- **Problem solving:** Where the people involved come forward to discuss the problem at hand with a very open mind with the focus on resolving the conflict and finding the best solution.
- **Compromising/reconciling:** Depending on the conflicts, there will be a need for the involved parties to think of a middle path where in both parties decide to give up something and identify a solution.
- **Withdrawing:** In some situations, one of the parties may decide to retract from the discussion and goes with the other person's opinion.
- **Smoothing/Accommodating:** Is a technique which is used when the atmosphere seems to be filled with apprehension among the parties involved.

How is conflict resolution program formulation meeting conducted?

In an organization, a conflict resolution program meeting is conducted in the following ways;

- i. Clarify what the disagreement is. The goal is to get both sides to agree on what the disagreement is.
- ii. Establish a common goal for both parties. Both parties agree on the desired outcome of the conflict.
- iii. Discuss ways to meet the common goal. Involves listening communities and brainstorming together.
- iv. Determine the barriers to the common goals. The two parties acknowledge what has brought them into the conflict and talk about what problems may prevent a solution.
- v. Agree on the best way to resolve the conflict. Both parties need to come to a conclusion on the best resolution.
- vi. Acknowledging the agreed upon solutions and determine the responsibilities each party has in the resolution.

Benefits of formulating a conflict resolution plan

- An organization is able to retain its top performers.
- It increases an organization's productivity.
- Reduces cost as it enhances the ability to make better business decisions.

- It motivates the employees to perform better because there is a grievance handling procedure.
- It builds better relationships in the organization.
- It helps the organization retain talent and also improves on their corporate image.

Mediation process is an informal and flexible dispute resolution process. The mediator's role is to:

- Guide the parties involved towards amicable solutions through joint sessions.
- Helps both sides define the issues clearly and determines the party's position.
- The mediator will carry out messages, offers counter offers, questions and demands proposals from both sides to help them arrive at a solution.

NOTE: The mediator however has no authority to decide the settlement of the matter since the claimer has the right to arbitrate.

3.3 The program is formulated as per SOPs

The conflict resolution program is formulated as per the standard operating procedure.

Steps followed in formulating a conflict resolution program

- i. Identify a safe place to talk to then clarify what the disagreement entails.
- ii. Establish a common goal for both parties.
- iii. Discuss ways to meet the common goals.
- iv. Determine the barriers to the common goals.
- v. Agree on the best way to resolve the conflict.
- vi. Acknowledge the agreed upon solutions and determine the responsibilities each party has towards the resolution.

Importance of following a SOP in conflict resolution program

- It guides in the formulation of the program.
- It reduces the errors that might occur in the formulation of the program.
- It helps in professional handling of conflicts.

NOTE: While formulating a program as per the SOP, it follows the policies, procedures and standard required which leads to efficiency of the program. When using SOP to develop a program it is always necessary to conduct it.

3.4 Implementation plan formulated as per the program

Implementation plan is a process that turns strategies and plans into actions in order to accomplish strategic goals and objectives. When formulating it, the organization has to plan the conflict development measures. The organization should consider all the levels. The organization then predicts the conflict by looking beyond the incident. Assertive training is done to ensure amicable solutions are attained. Internal statics caused by anger and worries are then filtered out when making judgments.

How is an implementation plan formulated?

- i. The organization will review and refine their action plan on the conflict resolution program.
- ii. Prepare the conflict resolution program
- iii. Prepare for evaluation in the organization
- iv. Make mid-course corrections based on evaluation results.
- v. After developing the plan, communicate about implementation and evaluation of the program.

Importance of implementation conflict development measures

- It builds relationships
- It prevents fallout between family members
- It prevents occurrences of negative consequences.

An organization can plan proper conflict resolution measures by identifying the sources. Among the many techniques that can be used are accommodating, compromising, reconciling or problem solving. Conflict development goes a long way in strengthening the bond among employees and holding the problems automatically. Individuals feel motivated to work. This process should involve everyone so as to make the employees feel like they are part and part of the whole process.

3.5 Implementation plan shared as per organization policy

Measures imply that after implementing the conflict program, it should be distributed to different developments so that in the case when another conflict may arise, it is easy to deal with it; this can be done by distributing it to the different organization's head. After the implementation plan is implemented, copies of the program are made and distributed to various departments all members and stakeholders are able to seek. It can either be through email that is sent to them or through the company's website.

The steps are;

- i. Creating a roadmap by senior management
- ii. Invest in change management'
- iii. Fix the processes involved
- iv. An organization to fix the risk management.
- v. The management reacts faster by distributing the fliers to various members.

Importance of sharing the plan

- The organizations are able to educate their employees on conflict development
- It increases the awareness of the problems that exist and provides a reason for finding a better way forward. It is important to have a good relationship in the organization
- It helps build good relationships in the organization
- The employees become productive

3.6 Resources are shared as per organization policy

A resource is a supply or a stock of money, materials and other assets that can be drawn on by a person or an organization in order to function effectively. Resource allocation is the allocation of resources such as funds, materials so that the planned activities can be achieved.

Types of resources:

- Labour
- Land
- Capital
- Energy
- Expertise management
- Time

Resources are materials that can be transformed to produce benefit and in the process may be consumed or made available. Resource allocation is simply the process of assigning and managing assets in a manner that supports an organization's goals.

Factors considered before allocating resources

- Scope
- Resources have to be identified
- Procrastination has to be avoided at all costs
- One has to think holistically

The organization issues resources when they have already developed the strategies.

Importance of resource allocation to the planned activities

- It helps an organization achieve its goals.
- It makes work easier and effective.
- Saves money.
- Boosts productivity
- Improves on the management.
- Boosts employee morale
- It's easier to make future predictions regarding the same.

3.7 Plan is Implemented as per organization policy

Implementation is putting the plan into action. A plan is implemented by first developing a format for conflict resolution. This format is as follows:

- i. Build a conflict management program that is the human resource policy.
- ii. Develop a structural programmatic elements and ensure confidentiality is maintained because it is very crucial.

Stages in implementation plan

- i. Exploration: The organization establish a leadership team.
- ii. Installation: It then finalizes on the responsibilities
- iii. The implementation team evaluates fidelity and emerging outcomes
- iv. The organization then practices the implemented training and coaching
- v. The organization then continuous to provide administrative organizational and final support.

Importance of implementing a conflict resolution program

- Employees rely on the organization to solve their differences.
- The organization is able to solve issues at hand.
- Disputes are solved easily in the organization
- Helps in dealing with conflicts separately.

Conclusion

The learning outcome covered: Conflict resolution techniques, mobilization of relevant stakeholders for planning the conflict resolution program, formulation of a conflict resolution program, sharing of the conflict resolution plan, resource allocation for planned activities, and implementation of the conflict resolution program.

Further Reading



Read on conflict management from Bard Kingsorer (2008) conflict management

12.3.4.3 Self-Assessment



Written Assessment

1. Are conflicts healthy in an organization?
 - a) Yes
 - b) No
2. Should an organization implement conflict resolution programs soon as possible?
 - a) Yes
 - b) No
3. Which of the following is not needed while developing the program?
 - a) Money
 - b) None
 - c) Labour

4. Are stakeholders important in an organization?
 - a) Yes
 - b) No
5. Should conflict resolution measures follow organization policy?
 - a) Yes
 - b) No
6. Which one is not an assessment tool?
 - a) Mediation
 - b) Reconciliation
 - c) All are
 - d) All are not
7. Is a standard operating procedure necessary?
 - a) Yes
 - b) No
8. Describe the importance of resource allocation.
9. Elaborate the implementation as conflict development measures
10. Demonstrate how resource allocation is done in an organization.
11. Summarize how a resource programme is carried out in the organization.
12. Identify the importance of resource allocation in an organisation.

Oral Assessment

1. Can an organization progress without a conflict resolution program?
2. Is it necessary to mobilize the stakeholders in regards to conflict resolution?

Case Study Assessment

Organization X used to perform well. After sometime there was a decline in their productivity. Employees started missing work hence a high labour turnover, other employees resigned and looked for work in other places. It was soon discovered that there was conflict between the management and its employees. The employees were not paid well, they were also mistreated and overworked. The management decided to hire an external consultant to help them develop a conflict resolution program.

12.3.4.4 Tools, Equipment, Supplies and Materials

- A functional office
- Tablets
- Smart phones
- Recorders

12.3.4.5 References



- Bourne, L. (2012). Stakeholders Relationship Management: A Maturity Model for Organizational implementation: Gower Publishing.
- Hughes, L. S. (2009). Home and Community Care for the Elderly: System Resources and Constraints. Washington D.C.: National Academic Press.
- Smith, L. W. (2000). Stakeholder Analysis: A pivoted Practice of Successful projects. Houston: Newton Square.

12.3.5 Learning Outcome No 4: Monitor conflict resolution process

12.3.5.1 Learning Activities

Learning Outcome No 4: : Monitor conflict resolution process		
	Learning Activities	Special Instructions
	4.1 Develop Monitoring tools as per SOPs 4.2 Implement Monitoring tools as per organization policy 4.3 Do review conflict resolution measures as per organization policy	Use of real life examples Use of case studies

12.3.5.2 Information Sheet No12/LO4 Monitor conflict resolution process



Introduction

This learning outcome covers: Importance of monitoring conflict resolution process, development of monitoring tools, implementation of monitoring tools and review of conflict resolution measure.

Definition of key terms

Monitoring: This is a process of periodic tracking, recording and observing activities of a program or project through systematic collection and analysis of data. It is aimed at measuring how well a project is achieving the objective.

Conflict resolution: The formal or informal process of solving an argument, opposition or disagreement between two or more parties.

Content/Procedures/Methods/Illustrations

4.1 Monitoring tools are developed as per SOPs

Monitoring entails the provision of feedback about how a project is progressing to the beneficiaries/ donors of the project. Monitoring entails purposeful and systematic observation of all project aspects to identify how resources are being utilized and how effective the project is in achieving the donor goals. Monitoring conflict entails understanding the context of the conflict, how the conflicting parties are interacting and how the intervention is working out in solving the conflict over time. It introduces the cause of conflict, the conflict actors and how the intervention is working out.

When to conduct monitoring:

Monitoring is continuous process that should be conducted throughout the conflict life cycle. It should be planned from the onset of the project so that all resources required are allocated early. Each stage should be completed with monitoring plans at the end of the conflict for a general overview of the conflict.

What should be monitored?

- **Activities:** To ensure that all the activities that were planned in the beginning of the project are fulfilled and which ones are incomplete.
- **Outputs:** The deliverables of the project from the activities tangible services and products.
- **Outcomes:** The changes that have occurred from the output of the project and how they contribute to the desired impact of the project.
- **Impact:** The degree to which the result of the project contributes to the long-term goals as well as the unexpected negative and positive effects of the project.

Types of monitoring:

- **Process monitoring:** Looks at how the project activities are being implemented in the field.
- **Progress tracking:** Entails checking whether the set targets of a project are met for every quarter the progress versus targets is determine by the trackers.
- **Progress validation:** Entails reporting the progress of the man project activities by a field staff to the monitoring staff who validate the progress reported by collecting data in the field and measuring outcome with the set benchmarks.
- **Performance monitoring:** This is where the outcome/benefits of the project are assessed depending on the baseline data which depicts the performance indicators.

Developing monitoring tools

There are different tools used to conduct conflict resolution monitoring.

A standard procedure should be used to develop these monitoring tools.

Step 1: Identify the conflict. This includes identifying the conflict actor's reasons for the conflict.

Step 2: Define indicators or objectives of the conflict resolution process. Indicators are important in tracking progress of the conflict resolution process.

Step 3: Define the methods of collecting information. Surveys or interviews could be conducted on the involved parties to collect information required for the process.

Step 4: Define the monitoring tool. A monitoring tool could be Gantt chart which will be divided into schedules within which a conflict will be managed and monitored.

Step 5: Conduct evaluation. Evaluate the success of the monitoring tool by assessing the success vis-à-vis the indicators stated.

What it should be monitored?

While monitoring the progress of conflict the following should be monitored to identify how the resolution is progressing.

- Watch out for signs of tension among employees who were in conflict

- Monitor quality of output by the employees especially the conflicting one.
- Assess body language and verbal indicators that the conflict was resolved or not.

Characteristics of a monitoring tool

A monitoring tool should capture the information below:

- The purpose of conducting monitoring
- The activity covered by the tool
- Methodology adoptive
- Important finding from the field
- Feedback from the field staff
- The points of debriefing that were agreed upon
- Responsibilities and deadline.

Steps of conflict resolution

- Identify the cause: One should collect information the issue that led to the problem
- Focus beyond the conflict: The conflicting parties should ensure that their focus is not personal but they should focus on
- Deliver solutions
- Make a compromise on the solution
- Agreements

4.2. Monitoring tools are implemented as per organization policy

Organizational policies determine how monitoring tools are implemented.

Implementing monitoring tools

The process of developing monitoring tools should take the steps below.

- Identify the objectives and goals of the project:** The goals of initiating the project should be clearly stated so that staffs are aware of what is expected of them and clear benchmarks are developed for assessing progress.
- Defining indicators:** After defining the objective/goals of the project, indicators are then defined, these indicators are defined for the purpose of tracking progress against the set goals
- Defining methods of data collection and timeline:** This step entails developing the method of data collection from the field and the frequency at which this data should be collected. Timelines could be quarterly, annually depending on agreement.
- Identifying the responsibilities and roles of monitoring personnel:** It is vital to decide during the planning stage of the project. What are the functions of the monitoring staff including who is in charge of collecting information for every indicator?
- Create reporting and analysis plan:** After all the information has been collected, there is need to analyse and compile this information as well as fill it in the table

of results for both external and internal reporting. This process is conducted by the monitoring manager of the project within the context of the conflict.

- vi. **Plan for donor reporting and dissemination:** This step describes how information will be distributed and to whom internal dissemination among the conflicting parties.

Tools of project management:

Various tools can be used to monitor conflict; they include:

- **Gantt chart:** This tool is used to track the progress of the conflict across time as well as depict the interrelations between activities/ tasks. They show the milestone, resources, phases and tasks of the conflict.
- **Logic network:** This tool denotes the activities and how they follow one another over time in a logical manner, the milestones of every conflict resolution stage are identified, the timescales as well as workflow.
- **PERT chart:** The program evaluation and review technique is used to analyses tasks that are entailed in a conflict including time required for each milestone and for the overall resolution of the conflict.
- **Work breakdown structure (WBS):** A hierarchical composition of deliverable required to finish a project key deliverables are broken down into smaller work which can be costed, assigned people and schedule.
- **Product break down structure (PBS):** A hierarchical and exhaustive form of a tree structure that is made up of components of project deliverables. It entails the breakdown of work into manageable components.

Importance of conducting monitoring:

- It helps in the process of evaluating the situation that prevails in the community as well as the project
- It helps determine if the project input are maximally utilized.
- It helps in identification of problems that face the community or the project being monitored and help find solutions.
- To ensure that all functions/ activities of the project are properly carried out and by the right personnel within the desired time.
- Monitoring helps determine whether or not the project planning method/ procedure used was the best way.

4.3 Review of conflict resolution measures is done as per organization policy

Every organization charged with the responsibility of having a conflict resolution mechanism which is highlighted in the policy. Conflicts are bad for the organization progress and must be therefore handled appropriately to ensure corporation and teamwork among conflicting parties.

Conflict resolution measures are review for their effectiveness through;

- i. Observing the body language of conflicting persons.
- ii. Listening to the verbal communication to get feedback about how the conflicting persons are adjusting.
- iii. Quality and quantity of production should be assessed.
- iv. Assess absenteeism rate of conflicting persons.
- v. Assess the cooperation and team work of conflicting persons.

Sources of conflict

Conflicts arise from a myriad of sources including interpersonal change related, external factors, and organizational factors. Interpersonal conflict occurs in the organization from various sources including:

- Office politics, rumours, and other social alienation practices
- Racial and ethno cultural segregation
- Differences in ideas and conflicting perceptions
- Conflict over resources
- Harassment and bullying
- Too much stress and harassment at work place
- Preventing conflict

Strategies of conflict Resolution

- **Avoiding:** When disputing parties refuse to confront one another.
- **Competing:** When the disputing parties directly and indirectly confront one another with the purpose of winning a confrontation.
- **Accommodating:** One disputing person decides to accept the demands of the other to encourage harmony but could lead to unresolved issues.
- **Collaborating:** The disputing parties become both cooperative and assertive to find a shared and agreeable solution to the conflict.
- **Compromising:** Here, the participants are partially cooperative and assertive and everyone is willing and able to give up a bit of their views and suggestions and accommodates those of the other party and vice versa.

The following measures are essential in the prevention of conflict in the organization

- Developing strategies to manage conflict at all levels of the organization.
- Establishing sound policies of conflict resolution in the work place
- Preparing employees for changes instead of bombarding them with changes instruction that are disruptive
- Consulting employees before making any decisions at the work place
- Providing fair rewards to every employee
- Ensuring all managers and supervisors are well trained to be able to deal with management responsibilities that involve interpersonal interactions and communications.

- Keep the channels of communicating open at all-time
- Providing feedback to employees regularly
- Understanding and appreciating the different personalities of employees

Signs of conflict at workplace

- Reduced motivation
- Unpleasant behaviour
- Falling productivity
- High attrition rate
- Increase staff absenteeism
- Increase in the number of grievance

Conflict resolution measures

The following are measures that can be used to resolve conflict.

- Removing the cause and conditions leading to the conflict.
- Early action: Conflict should be resolved at an early stage of development to reduce chances of it escalating.
- Positive attitude: conflicting parties must present themselves before the resolution team to find solution.
- Effective persuasion: The conflicting parties must be persuaded to change their view point, attitudes and beliefs in an attempt to resolve conflict.
- Flexibility: Conflicting parties must not be rigid but show exercise flexibility in attitude to enable conflict resolution.
- Divert focus: The greater good of conflicted parties should be advised to focus their energies to jointly fighting an eternal enemy instead of focusing on internal wrangles.
- Fleeing from conflicting situation is also advised.
- Tolerate the situation by ignoring it and allowing time to solve the issue
- Accepting when one is wrong and moving on is key.
- Re-establishing mutual trust and repair broken relationships.
- Effective communication to bring understanding and minimize suspicion.
- Arbitration entails appointing a person or committee to listen to both parties give verdict and give room for compromise forward conflict resolution.

Consequences of conflict resolution mechanism

- Win- win
- Win- loose
- Loose- loose
- Loose- win

Steps of conflict resolution

- i. Identify the cause of conflict
- ii. Focuses beyond the conflict
- iii. Deliberate solutions
- iv. Make a compromise on the solution
- v. Agreement

Stages of conflict resolution

- i. Accommodation
- ii. Avoiding
- iii. Competing
- iv. Compromise
- v. Collaboration

Conclusion

This learning outcome covered: Importance of monitoring conflict resolution process, development of monitoring tools, implementation of monitoring tools and review of conflict resolution measure.

Further Reading



Read on strategies of conflict resolution from Willemsten S, Peter (2018). Understanding Conflict Resolution. Sage Publication Limited. (2008)

12.3.5.3 Self-Assessment



Written Assessment

1. Conflict is?
 - a) Sometimes constructive
 - b) Unavoidable in life
 - c) Destructive if avoided continuously
 - d) All the above
2. Which of the tactics below entails avoiding?
 - a) Compromising
 - b) Autonomy
 - c) Stone walling
 - d) Competing
3. The first step of solving the conflict is?
 - a) Determining the goal
 - b) Defining the problem

- c) Analysing the problem
 - d) Generating solutions
4. The style of conflict management utilized by people with a win lose philosophy is labelled
 - a) Progressive style
 - b) Confrontational style
 - c) Competitive style
 - d) Cooperative style
 5. Below are aspects of a project that undergo the monitoring process except?
 - a) Activities
 - b) Outcomes
 - c) Impact
 - d) All of the above
 6. The following are types of monitoring strategies except?
 - a) Progress validation
 - b) Conflict management
 - c) Progress tracking
 - d) Process monitoring
 7. Which is not a monitoring tool?
 - a) Logic network
 - b) Pert chart
 - c) Gantt chart
 - d) Pie chart
 8. Briefly describe the stages of conflict resolution?
 9. Highlight the purpose of conducting monitoring on a project?
 10. Discuss the different steps undertaken to implement a monitoring plan?
 11. Describe how the giant chart can be used to monitor the progress of a project?
 12. Elaborate five responsibilities of a process?

Oral Assessment

1. Examine causes of conflict.
2. Identify types of conflict.

Practical Assessment

Consider two conflicted communities in the southern parts of Kenya Turkana and Pokot communities. The two communities have been conflicting over pastures that border their counties. As a social work, describe how you would monitor the conflict resolution process that was commenced by the area chiefs of the two communities.

12.3.5.4 Tools, Equipment, Supplies and Materials

- A functional office
- Tablets
- Smart phones

- SD cards and card readers
- Projector

12.3.5.5 References



Kariuki J. G (2014), An Exploration of the Guiding Principles: Importance and challenges of monitoring and evaluation of community development projects and programs: International Journal of Business and Social Science.

Mayer B.S (2010), The dynamics of conflict resolution: A practitioner's guide John Willey and sons.

Wallemsten, Peter, (2008), Understanding Conflict Resolution: SAGE Publication Limited (2008).

12.3.6 Learning Outcome No. 5: Manage community conflict

12.3.6.1 Learning Activities

Learning Outcome No. 5: Manage community conflict		
 Learning Activities	Special Instructions	
5.1 Formulate Peace building programs (school based peace education program, community peace programs, peace building meetings, healing and reconciliation process) based on the type of conflicts	Role	Doing a play
5.2 Implement Peace building programs as per community conflicts	Demonstration	
5.3 Review Peace building programs as per organization policy	Group work	

12.3.6.2 Information Sheet NO12/LO5: Manage community conflict



Introduction

The learning outcome covers: How differences in thoughts, interests and scarcity of resources often lead to conflict and the possible ways of establishing various methods of conflict resolution. It shows how several third parties are brought on board to mediate and resolve conflict and to also build lasting peace by addressing underlying causes.

Definition of key terms

Peace building programs: Refers to an activity that goes beyond crisis or conflict management that transforms the cultural and structural conditions that generate deadly or destructive conflicts.

Conflict: A conflict is defined as a struggle or an opposition. Conflict arises whenever individuals have different values, opinions, needs and interests thus are unable to find a middle around.

Content/Procedures/Methods/Illustrations

5.1 Peace building programs are formulated based on the type of conflicts

Types of conflict dictate the peace building program to be formulated to resolve the conflict.

- **Interpersonal conflict**

This is a type of conflict that arises between individuals. It typically occurs due to how people are different from one another resulting to incompatible choices and

opinions. Peace building program for interpersonal conflicts are through negotiations between selves or through guidance from a third party.

- **Intrapersonal conflict:** It occurs within an individual involving psychological conflict on emotions and thoughts. One can visit a psychologist (counsellor) to help him or her deal with the problems he/she is experiencing and come up with the best solutions.
- **Intragroup conflict (mediation, arbitration, negotiation):** The conflict takes places when individuals within the same group have a misunderstanding among themselves. The members of the group can invite a third party to help them through the process of coming to reconciliation. This is through mediation where he or she is not supposed to pass judgment. The conflicting parties can present their case to a third party to pass a ruling over them. This is through arbitration and one is supposed to be neutral to both parties. The conflicting parties can also discuss among themselves and come to an understanding.
- **Intergroup conflict (mediation, arbitration, negotiation):** This is a type of conflict that occurs when a misunderstanding occurs among different groups of people. The conflicting groups invite a third party to help them in negotiating between or among themselves and help them come to an understanding. The third party is neutral and should help the conflicting parties come up with new resolutions of how to avoid a problem from re-occurring. Through arbitration, the conflicting parties invite a third party to resolve for them their conflict fairly, in negotiation, the two parties discuss among themselves and resolve their conflict peacefully. And also come up with ways of avoiding reoccurrence.
- **Man versus nature conflict (conservation):** This type of conflict arises between man and nature. Some forces of nature that occur are very powerful and put the human life in danger of survival. Some natural calamities such as floods, earthquakes, tornados and storms which man has to deal with and try to overcome. Man should take responsibility of the environment they live in. planting trees and other preventive measures such as building gabions and terraces will help man avoid the conflict of drought and floods.

Importance of peace building

- Peace building avoids conflict from escalating and helps prevent conflicts in areas where people have union.
- It helps create security and stability within a community and the country at large
- It fosters unity and togetherness among people
- It avoids destruction of property and life and hence saves income that would have been lost in conflict.

In areas where conflict has already escalated, it is very crucial to identify key areas of intervention which become the focus of peace building activities. Different conflict management styles are applied depending on the nature of the conflict.

- **Comprising style:** It is a combination of assertive and cooperating those who collaborate attempt to work with others to identify a solution that fully satisfies everyone's concern. It works best when long-term relationship and outcome are important. An example of an incident where collaborating style should be applied is use of a common road or dam by two different communities in a place.
- **Competing style:** This type should be applied when those competing are assertive and uncooperative and willing to pursue their own interest at others expense.

An example of a competing style is where two communities are competing to have the capital city in their locality.

- **Avoiding style:** Those who avoid conflict tend to be assertive and uncooperative while dealing with different kinds of situations where the outcome is not of great concern to them. An example of avoiding style is using of surname or first names in place of work.
- **Accommodating style:** There is a lot of self-sacrifice when accommodating another person just to satisfy them. This works very well when you have a desire of preserving a certain relationship. An example of accommodating style is when one agrees to go out for lunch with his or her boss and agreeing to eat maybe Indian food which the boss likes but he or she doesn't.
- **Comprising style:** It is a mutually acceptable solution that satisfies both parties in conflict while maintaining some assertiveness and cooperativeness. An example of this comprising style is when one wants to save on time and catch a flight to do a more important task.

Whichever method is used in conflict resolution; we must further embrace the following to prevent re-occurrence of conflict:

- Respect other people irrespective of their tribe, race, religion or social class.
- Forgive all those who wrong us
- Remain honest in all our dealing with other people
- Negotiate to agree on matters pertaining different issues

5.2 Peace building programs are implemented as per community conflicts

Peace building programs are implemented through many kinds of ways:

- When all people living in an area are assured of safety of their lives, property and loved ones, then peace will automatically be in place.
- When all the people are treated with fair justice there will be peace. All the courts and all people involved in the judiciary should treat each case presented to them with fairness so as to enhance peace between any conflicting parties.
- The government should also involve its citizens in making various decisions that are of great importance to the whole nation. When it does that all people will live

in harmony with the government since their rights and freedoms have not been violated.

- The labour ministry of each country should promote equality when it comes to employment of its citizens. They should not be discriminated against in any way because of their race, tribe, religion or social class.
- The governments of each country should also ensure that there is equality in all the social services they give out. Education and healthcare should be provided freely and equally to all persons so as to promote peace among all citizens.
- The education ministry should include peace education in its curricula so that all may know the importance of having peace in the society.
- Through diplomacy, different countries can come together and form peace unions. Through these, citizens can move from one country to another to conduct business or education without fear. Peace among different countries, strengthens the bonds between them and they can engage in economic activities peacefully thus improve each other's economy and living standards.

5.3 Peace building programs are reviewed as per organization policy

Who does peace building?

If efforts to prevent, resolve and transform violent conflicts are to be effective in the long-term, they must be based on the active participation of local groups committed to building peace. Third parties can be involved to mediate and bring peace and order. Peace builders need to have sound understanding of what the conflict is all about, who is affected in the conflict, what needs to stop, what divides and connects people and what fosters vulnerability to conflict. Begin by seeking building on local culture, traditional structures and other basic factors.

Core peace building activities

- **Negotiation:** This is defined as a discussion between two conflicting parties that is aimed at reaching an agreement.
- **Arbitration:** This is where a person is invited to hear, determine, and settle a dispute or disputes that have risen between different people, groups, parties or organizations. The conflicting parties agree on the arbitrator.
- **Mediation:** This is when someone settles a conflict between two or more groups without being in favour of one side.
- **Use of law courts:** This is done through litigation.

Alternative peace building mechanisms might include:

- Peace workshops, meetings and barazas
- Reforms e.g. judicial reform, police reforms, human right monitoring, election reform.
- Economic: Investment aid, humanitarian assistance sanctions
- Communication and media- peace education

The foregoing activities can be carried out by:

- Non-governmental organizations
- Commissions
- Government
- United nations

Peace building programs

Are sometimes forced to be altered and reviewed because the anticipated source of funding is not viable. The arbitrators sometimes become partisan and intensify the conflict instead of reducing it. The organization concerned is forced to review the peace building strategy since the policy is clear that they have to be:

- Funded from known non-partisan sources
- The arbitrator must remain neutral etc.

Ways of reviewing peace building programs

- i. Peace building programmes are reviewed through consultations.
- ii. Through guidance to educate people on the right way of dealing with problems or disagreements among us.
- iii. Identifying causes of conflict. People can come up with the reasons that cause them to conflict and develop strategies on how to resolve the issues peacefully.
- iv. One can review his/ her own peace by being aware of his or her own needs. One has to learn how to deal with his or her problems and establish a good relationship with self.

Conclusion

The learning outcome covered: How differences in thoughts, interests and scarcity of resources often lead to conflict and the possible ways of establishing various methods of conflict resolution. It shows how several third parties are brought on board to mediate and resolve conflict and to also build lasting peace by addressing underlying causes.

Further Reading



Read more on management of conflict by Abu-Nimer, M (Ed). (2001). Reconciliation, Justice and Co-Existence:

12.3.6.3 Self-Assessment



Written Assessment

1. Which of the following is a tactic of avoiding conflict?
 - a) Competing
 - b) Comparing
 - c) Store walling
 - d) Autonomy
2. Conflict is?
 - a) An unavoidable fact of life
 - b) Sometimes constructive
 - c) A destructive force in relationship of continually avoided
 - d) All of the above
3. The process of forgiveness includes which stages?
 - a) Hating what was done to us
 - b) Hurting from the wrong done to us
 - c) Forgetting what was done to us
 - d) Both a and b
4. What does the term peace mean?
 - a) The rejection of weapons of mass destruction
 - b) The absence of conflict
 - c) The absence of conflict plus the existence of dialogue, understanding and cooperation.
 - d) Being armed to teeth
5. Who is best suited to build peace?
 - a) County governor
 - b) Parties involved in conflict
 - c) The United Nations
 - d) Government
6. Which one is not a possible source of conflict in community?
 - a) Water
 - b) Land
 - c) Mineral mine
 - d) Vehicle
7. Which one of the following is not a method used to resolve conflict in the community?
 - a) Use of law courts
 - b) Reforms
 - c) Singing
 - d) Mediations
8. Explain the meaning of the term meditation.

9. Discuss how a peace mission can be carried out in a country that has experienced war for carried out in a country that has experienced war for a long time.
10. Describe how two rival leaders of a country can be made to come to terms and bring their country can be of peace.
11. Discuss the differences between peace making and peace building.

Oral Assessment

1. Have you ever been involved in a conflict?
2. Have you ever been able to mediate in a conflict?

Practical Assessment

Assume that in your community there is a common grazing ground that is being claimed by another community and is causing conflict. One of your colleagues has been injured in the process and you are required to take the lead from your community and look for a mediator to oversee the tally to settle the conflict over the grazing land. Give the guidelines on how you could have brought peace in your land.

12.3.6.4 Tools, Equipment, Supplies and Materials

- Smart phones for communication
- Pens
- Books
- Computers and internet
- Stationary

12.3.6.5 References



- Abu-Nimer, M (Ed). (2001). Reconciliation, Justice and Co-Existence: Theory and Practice. Lexing to Books
- Gawerec, M. I. (2006). Peace Building: Theoretical and Concrete Perspectives. Peace & Change, 31 (4). 435- 478.
- Lederach, J.P. (1997). Sustainable Reconciliation in Dividend Societies. Washington, DC; USIP
- Ramsbotham, O, Miall, H, & Woodhouse, T. (2011). Contemporary Conflict Resolution Policy.

12.3.7 Learning Outcome No. 6: Document conflict resolution and management activities

12.3.7.1 Learning Activities

Learning Outcome No12 No. 6: Document conflict resolution and management activities		
	Learning Activities	Special Instructions
6.1 Identifying documentation procedures as per SOPs 6.2 Storing documents as per organization policy 6.3 Preparing documentation plan as per the organization policy. 6.4 Preparing documentation tools based on the documentation plan 6.5 Conducting documentation analysis as per the organization policy		Group discussion Written assessment

12.3.7.2 Information Sheet NO12/LO6 Document conflict resolution and management activities



Introduction

The learning outcome covers: Documentation plan for conflict resolution and management activities, documentation tools, documentation methods, implementation of the documentation plan and analysis of the documentation.

Definition of key terms

Documentation: The information or evidence that serves as a record.

Implementation: This is the process of putting a decision or plan into effect.

Content/Procedures/Methods/Illustrations

6.1. Documentation procedures are identified as per SOPs

Identifying documentation procedures

- i. Identify and name the process
- ii. Define the process
- iii. Explain the process and boundaries
- iv. Brainstorm the process and steps
- v. Identify the process inputs and outputs
- vi. Find out characteristics of conflict resolution
- vii. Research on how you can solve and come up with a solution
- viii. Understand conflict management

Ways in which this learning outcome covers documentation plan for conflict resolution

- It facilitates peaceful ending of conflict resolution
- It helps avoid compromise in the working place
- Through conflict resolution skills which enables someone to gain knowledge and be professional
- Through conflict resolution in managing project and dealing with conflict to assist in conflict resolution
- By designing training plans and learning objectives, purpose of design and keeping control
- It also covers documentation through education: it is measured by learning outcomes for conflict resolution. Programming learning outcomes may develop. Problem solving skills and understand how to create ideas into a solution hence propose an action plan of how to solve it.

How can documentation procedures be identified as per SOPS?

- Documentation procedures contribute to good internal and requires to implement its control system and responsibilities
- Documentation helps you identify the current state of a process
- Guide to writing policy and procedure documentation
- Correction actions should use supportive work instructions to improve an assist in problem solving process
- Good documentation and quality revision status of documents and record keeping

Importance of documentation plan cover

- It ensures performing of the function and whether it is performed right.
- Making sure project requirements are fulfilled concerning the plan cover.
- It is essential that the document is arranged well and if it is visible.
- It is important in identifying progress and growing a goal through your planning steps.
- It is important for one to understand the dynamics of conflict before resolving it.
- It may influence the behaviour of members and affect the potential outcome of the conflict.
- It brings out solution and attain the goal set.

Approaches to conflict resolution

- The focus is placed on the solution rather than attaining the goal.
- Making emphasize on conformity.
- Attacking the intended victim either directly or indirectly.

- Understanding conflict elements to come up with social process, causes and understand further.
- Attacking the intended victim.
- Uses of project documentation.

6.2. Document Storage as per organization policy

Importance of storing documents as per organization policy

- Records ensure proper handling of documents hence makes work easier when finding documentations.
- Document storage secure safe storage of records.
- It explains to one on which documents you should keep hold on.
- With a record storage, you are ensured of proper handling of the document.
- Enables one to keep hold of their documents.
- Document security helps in maintaining, backing up and filing important documents.

Procedures used in storing documents

- i. When and where the records will be retrieved
- ii. Ways of preparing the original paper records
- iii. Steps in creating digital images using software
- iv. Ways of capturing data
- v. Quality assurance in storing documents
- vi. Security issues affecting records and the ways of delivery
- vii. Management methods and backup methods

Policies used in storing documents

- Outcomes of policies assurance.
- Remedial action to be taken.

6.3 Documentation plan prepared as per the organization policy

This is a document written by leaders to shape up details of work to be carried out including varied elements.

Ways of preparing documentation plan

- i. Defining the meaning of documentation plan and knowing what it entails
- ii. Having a project name
- iii. Finding out the objectives on how to prepare a project plan
- iv. Making detailed content plan
- v. Use a technique or software to prepare a program
- vi. Explain how your document will be successful
- vii. Estimation of time
- viii. Project plan should be written by responsible individuals

- ix. Creating a workflow
- x. Publishing details and ways of delivering them to users
- xi. Note down your findings
- xii. Practice best writing for documentation while including information

Importance of documentation plan

- It provides content on how a project may be completed
- It is mainly important in organization in creating and developing a new project.
- They are supposed to produce expected project.
- Appreciates documentation of a job well done.
- It provides proof or reference of something done.
- Helps a project manager to save her job.
- Helps in tracking performance and making decisions.
- They reuse successful project plans.
- Keeping documentation plan helps to measure your progress on regular basis.
- Enables one to identify the causes of poor performance.
- One can be able to compare estimated goals with someone who has achieved their goals.
- Creates new project that has to be completed within a given period of time.
- It allocates resource to maintain technical content plan.
- It describes the audience types.

6.4 Documentation tools are prepared based on the documentation plan

This is a document written by project leaders to help shape up the details of work to be done and grant access to varied information.

Methods of preparing documentation tools

- i. Writing tools for software documentation should be noted down
- ii. Regard the terms to be used
- iii. Documentation drafting
- iv. Formatting documentation tools
- v. Submitting, reviewing, approving and reposting
- vi. Working online for faster documentation.
- vii. Doing research on different types of documentation
- viii. Documentation needs definition of terms

Importance of preparing documentation tools

- It improves quality documentation.
- Focuses on maintenance and knowledge transfer to other developers.

Advantages of preparing documentation tools

- It provides all information to people.
- It enhances clarity.

- Makes your documentation easy to maintain.
- Accurate documentation, maintain and improve quality of productivity.
- They help to keep archives of documents to be used.
- Tools help to store documents in a way which allows retrieval.

Disadvantages of preparing documentation tools

- Some document tools are expensive.
- It requires extra employees to scan documents in order to save them.

6.5 Documentation analysis is conducted as per the organization policy

This involves review of documents by an analyst.

How documentation analysis is conducted

- Through conducting interviews and entering data.
- Analysing the data and writing the report.
- It is conducted by research groups or individuals.
- By validating documents.

Importance of documentation analysis

- It determines the relevance of documentation.
- Enables one to get access to information considered difficult.
- Enables the user to decide about relevant signal.
- Enables one to review a document conducted for reports and data files.
- The analysis is mainly consistent.
- Enables one to know when to use it, how to plan and conduct it.

Methods of documentation analysis

- Research methods
- Techniques to be used
- Interpreting of documentation
- Analysing documentation content into themes
- Overview of the documentation analysis
- Intentions identified in the documentation
- Insights and use of notes.

Implementation of analysis conducted

- Allows one to obtain the document system, identifying keywords in documentation.
- If available controlling methods can provide services of a single documentation.
- Implementing on the header and methods used in research.
- Having guidelines on how to prominently implement difference in various research.

- Practice the comments stated in implementation

Conclusion

The learning outcome covered: Documentation plan for conflict resolution and management activities, documentation tools, documentation methods, implementation of the documentation plan and analysis of the documentation.

Further Reading



Read more on managing your document project from Wagner-Pacifici & Hall (2012). Resolution of Social Conflict. Annual Review of Sociology,

12.3.7.3 Self-Assessment



Written Assessment

1. What are some of the methods of resolving conflict?
 - a) Total surrender
 - b) Joining the conflict
 - c) Solving the conflict
 - d) Engines evolution
2. What is the importance of documentation plan cover?
 - a) Make sure project requirements are fulfilled concerning plan cover
 - b) Identifying name and process used in carrying out
 - c) Identifying progress and growing a goal
 - d) Making outcomes
3. How are implementations of analysis conducted?
 - a) Through research
 - b) Through brain storming
 - c) Through having guidelines on how to implement various research
 - d) Through techniques to be used
4. What is the importance of documentation analysis?
 - a) Implementing on methods
 - b) Validating documents
 - c) Reviewing analysis
 - d) Determine the relevance of documentation
5. Identify types of planning documentation
 - a) Quality assurance document
 - b) Service document
 - c) Documentation plan
 - d) Documentation storage

6. What are the ways of preparing a document plan?
 - a) Having a project name
 - b) Having a laptop
 - c) Having skills
 - d) Being focused
7. Examine the significance of a documentation plan?
 - a) Provides the content on how to carry out documentation
 - b) Provides efficiency
 - c) Gives ideas on documentation
 - d) Compare documentation goals
8. Examine the risk of stored documents.
9. Elaborate the approaches to conflict resolution.
10. Demonstrate the procedures used in storing documents.
11. Analyse the importance of preparing a document.
12. Discuss the relevance of documentation.

Oral Assessments

1. What are the risks of stored documents?
2. What are the approaches to conflict resolution?

Practical Assessment

Outline the procedure to be followed by organization X to ensure the documents are properly stored.

12.3.7.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped simulated training office
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- White boards
- Note books

12.3.7.5 References



- Martin, S. Alhmed- Nacer, M., & Urso, P. (2012, October) Controlled Conflict Resolution for Replicated Document. In 8th International Conference On Collaborative Computing: Networking, Applications and Worksharing (Collaborate Com) Pp. 471-480
- ENGELBREKT, K. (2016). Conflict Management. In High-Table Diplomacy: The Reshaping of International Security Institutions (pp. 77-116). Washington, DC: Georgetown University Press. Retrieved February 26, 2020, from www.jstor.org/stable/j.ctt1c84cd2.9
- Wagner-Pacifici, R., & Hall, M. (2012). Resolution of Social Conflict. *Annual Review of Sociology*, 38, 181-199. Retrieved February 26, 2020, from www.jstor.org/stable/23254592

CHAPTER 13: HOME-BASED CARE AND SUPPORT

13.1 Introduction to Unit of Learning/Unit of Competency

Home Based Care and Support is a unit of competency offered in TVET level 6 Social Work and Community Development course qualification. This unit of competency entails mobilisation of resources for home-based care, identification of community health structures and partners, undertaking of home-based care needs, and conduction of home-based care needs assessment. This unit also entails competencies required as far as character wardrobe is concerned. It consists of monitoring of client's performance, documentation of home-based care, and support services. The significance of Home-Based Care and Support to TVET Social Work and Community Development curriculum is to equip the learners with knowledge and skills to demonstrate health and sanitation, compassion, basic nursing, child welfare programmes, basic counselling and psychology and basic accounting so as to relate well in the world of work.

Critical aspects of competency to be covered include: demonstration ability to identify community health structures, map relevant partners, establish collaborative partners, develop assessment tools for home-based care needs assessment, mobilize resources required for home-based care, develop, implement and monitor advocacy plan, identify indicators aligned to the individual care plan, execute referrals, and document home-based care and support activities. Some of the basic resources required include a functional office and fully equipped simulated operations training office.

The unit of competency covers seven learning outcomes. Each of the learning outcome presents; learning activities that covers performance criteria statements, thus creating trainee's an opportunity to demonstrate competencies stipulated in the occupational standards and content in curriculum. Information sheet provides: Definition of key terms, content and illustration to guide in training. The competency may be assessed through: Written test, demonstration, practical assignment, interview/oral questioning, case study. Self assessment is provided at the end of each learning outcome. Holistic assessment with other units relevant to the industry sector workplace and job role is recommended.

13.2 Performance Standard

Identify community health structures and partners, conduct home based care needs assessment, mobilize required resources for home based care, undertake home visits, carry out support advocacy, monitor patients' performance and document home based care and support activities as per organization partners and standard operating procedures.

13.3 Learning Outcomes

13.3.1 List of Learning Outcomes

- a) Identify community health structures and partners
- b) Conduct home based care needs assessment
- c) Mobilize required resources for home-based care
- d) Undertake home visits
- e) Carry out support advocacy
- f) Monitor patients' performance
- g) Document home-based care and support activities.

13.3.2 Learning Outcome No1: Identify community health structures and partners

13.3.2.1 Learning Activities

Learning Outcome No1: Identify community health structures and partners	
 Learning Activities	Special Instructions
1.1 Map relevant partners as per organization policy 1.2 Establish collaborative linkages with partners and structures as per organization partners 1.3 Conduct planning and review meetings as per SOPs	Lecture methods Discussion forum Oral tests

13.3.2.2 Information Sheet No13/LO1: Identify community health structures and partners



Introduction

This learning outcome covers: This learning outcome covered: meaning and importance of mapping of relevant partners establishing collaborative linkages with partners and, planning and reviewing of meetings.

Definition of key terms

Home based care: This refers to any form of support and assistance that a member of the community, either a relative or friend, provides to a sick person in their homesteads.

Organization Partners: These are governmental or non-governmental entities that work in collaboration with the health care providers for the provision of community health programs.

Content/Procedures/Methods/Illustrations

1.1 Mapping of relevant partners is done as per organization policy

In the field of social work, it is the identification of the right and relevant partners who will assist in propelling the agenda of community health. When such partners are identified, they are accessed and aligned into the whole plan of community health which completes the mapping aspect of the organization partners. The organization policy must guide the whole process to the achievement the goal set.

Identifying relevant partners

- Alignment to community health: Relevant partners are those whose operations cover the basics of community health and the activities they do are inclined to social work such as NGOs.
- Organizational independence: It refers to the freedom from external controls which can interfere with the organization's decisions such as funding of a community health program.
- Zeal to CSR: CSR implies to Corporate Social Responsibility. It is a non-profitable engagement by an organization to serve the community thus an organization's zeal can tell whether the organization can partner with community health providers.
- Track record of community health partnerships: If an organization has a history of partnering with community health programs such Red Cross, then such an organization is relevant for community health partnerships.

Reasons why mapping is important in an organization

- It helps simplify complex pattern.
- Gaining better insight to the partners.
- It helps in the discovery of community health structures.
- It helps on the addition of context in the community health structure to enhance their objectives and goals.
- It helps to create conversations amongst partners and donors to address new findings.
- It assists in the change of perspective of the donors and partners.

How mapping is done to relevant partners as per the organization policy

- Understanding of challenges faced in the community health structures.
- Identifying potential partners who are suitable.
- Building their relationships by outlining the different goals and objectives.
- Identification of the planning, management and resources required.
- Sustainability of the partners in support of the project and their commitment.
- Ability of the partners to revise the program, review, measure and also implement the goals of the community health.

1.2 Collaborative linkages with partners and structures are established as per organization partners

Collaborative linkages with partners ensures harmonized working between the community health structures and the member entities that have resolved to work hand in hand with structures of health in the community. The linkages should be organized in ways that foster the operations of community health for the benefit of the sick individuals in society. The linkages should favourably accommodate both the partner organizations and the community structures in place for the promotion of community health.

Creating collaborative linkages between partners and community structures steps

- Connecting with leaders of partner organizations: Pursue community partnerships especially by interacting and connecting with leaders with the same mind set to the organizational objectives.
- Define and prioritize goals: Ensure that community health goals are given a clear definition and organised in order of importance to win a partnership.
- Build and strengthen partner relationships: Integrate structures of collaboration which will yield strong and working partnerships in the community.
- Ensure seamless screening and referral protocols: Effective planning, reporting and acknowledgement of limitations should be designate automated to allow free flow of information.

Importance of collaborative linkages with partners and structures as per organization partners

- Establishes both local and regional partnerships relevant to community health
- Coordinates activities for the maximum benefit of the community
- Strong and mature partnerships can advise other upcoming partnerships
- Staff participation and development is enhanced with the partnerships

1.3 Planning and review meetings are conducted as per SOPs

Community health structures and partnerships can only operate efficiently and effectively if plans are put in place and meetings constantly held in addressing of material issues that can hinder performance. Therefore, planning and reviewing is conducted as per the existing routine instructions of performance.

How planning of meeting is conducted

- Engage the partners and the community health structures to determine the need of a meeting.
- Identify the material issues that can be addressed in the meeting.
- Communicate to the parties regarding the meeting.
- Convene the meeting and discuss the agenda.

How review of meeting is conducted

- Examine the quality of discussions held.
- Counter check on implementations decided on with the previous success of such implementations.
- Conduct continuous evaluation and follow-up of implementations.
- Address any deviations of implementations for better performance.

Importance of planning and review of meeting

- Important agenda is prioritized due to prior planning.
- Time allocation is effectively done.
- Meetings are held on the agreed convenient time for partners and community health parties.
- Unexpected results are able to be addressed for better community health provision.

Conclusion

This learning outcome covered: meaning and importance of mapping of relevant partners establishing collaborative linkages with partners and, planning and reviewing of meetings.

Further Reading



Read more from the book:

Maher, D. & Cometto, G. (2016). Research on community-based health workers is needed to achieve the sustainable development goals: Bulletin of the World Health Organization. 94 (11), 786.

Self-Assessment



Written Assessment

1. Which one is not a way to identify relevant community health partners?
 - a) Zeal to CSR
 - b) Alignment to community health
 - c) Organizational independence
 - d) Net profits of the organization
2. The following is not a principle of home-based care?
 - a) Indemnity
 - b) Autonomy
 - c) Beneficence
 - d) Justice
3. Which of the following is not a practice of home based care, except
 - a) Nursing
 - b) Surgery
 - c) Medication
 - d) Referral system

4. Which does not indicate the importance of home-based care?
 - a) Supports of daily living
 - b) Support with diet
 - c) Availability of health care professionals
 - d) Helps patients to enjoy eating
5. Which of the following is not a step for collaborative linkage between community health structures and partners?
 - a) Connecting with partner Org.
 - b) Defining and prioritizing goals
 - c) Building and strengthening partnerships
 - d) Encouraging staff participation
6. Which one of the following is not a feature of home based care providers?
 - a) Compassion
 - b) Dedication
 - c) Just
 - d) Critical thinker
7. Explain the principal of non-maleficence as used in home-based care.
8. Discuss how compassion helps the sick-dying patients.
9. Discuss the steps of creating collaborative linkages between partners and community health structures.
10. Discuss the importance of creating collaborative linkages.
11. Highlight and explain the sample organizations for community health partnerships.

Oral Assessment

1. What does the term home-based care means?
2. Is it necessary to have linkages between community health structures and partner organizations? Explain

Project Assessment

Students should visit an NGO near them and learn on the partnerships that the NGO has to community health structures.

Ascertain the importance of such partnerships to the society.

13.3.2.4 Tools, Equipment, Supplies and Materials

- Computer and projector
- Writing materials
- White board and marker pens
- Sample organizational missions

13.3.2.5 References



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13.3.3 Learning Outcome No2: Conduct home based care needs assessment

13.3.3.1 Learning Activities

Learning Outcome No2: Conduct home based care needs assessment		
 Learning Activities	Special Instructions	
13.1 Identify and develop assessment tools in collaboration with the ministry of health as per SOPs	Group discussion Verbal communication Field study Written assignment	
13.2 Target the beneficiaries as per organization policy		
13.3 Administer assessment tools as per SOPs		
13.4 Analyze data collected as per SOPs		
13.5 Prepare an assessment report is prepared as per organization policy		
13.6 Carryout dissemination of report findings as per organization policy		

13.3.3.2 Information Sheet No13/LO2: Conduct home based care needs assessment



Introduction

This learning outcome covers; Identification and development of home based care assessment tools, targeting of beneficiaries, administering assessment tools , analysis, preparation and dissemination of report.

Definition of key terms

Planning: It is the act of researching analysing, anticipating and influencing change in society.

Collaborative Linkages: It is creating coordinated community response mechanisms in the informal context.

Home-based: It is a way of helping those in need. It includes activities such as nursing care and rehabilitation services.

Content/Procedures/Methods/Illustrations

13.1 Assessment tools are identified and developed in collaboration with the ministry of health as per SOPs

Why are assessment tools identified?

- **For teaching and learning:** The primary purpose of assessment is to improve students' learning and teachers teaching as both respond to the information it provides. Assessment for learning is an ongoing process that arises out of the interaction between teaching and learning.

- **System Improvement:** Assessment is done to improve and simplify diagnose and identify students learning needs. It can be used to assist improvement across the education system in a cycle of continuous improvement.

How are assessment tools developed?

- Assessment is a diagnostic process that measures an individual's behaviour, motivators, attitudes and competencies.
- Benchmark is an assessment standard or a set of standards that is used as a point of reference for evaluating performance or a level of quality
- Establish evidence gathering method
- Adhering to assessment principles
- Establish the assessment

Examples of assessment tools

The following are some of the assessment tools used in the ministry of health;

- **Concept maps:** A diagramming technique for assessing how well students are.
- **Concept tests:** Conceptual multiple choice questions that are useful in large classes.
- **Knowledge survey:** Whether they can answer a survey of course content questions.
- **Demonstration:** Independent work created by an organization.

Identification of assessment tools

- By measuring one's abilities in order to know which tool is necessary
- By the tasks being administered

13.2 Targeting of the beneficiaries is done as per organization policy

- **Beneficiaries:** Is a person who receives money or other benefits from a donor or benefactor
- **Home-based care:** is any form of assistance provided to a sick person, reserved to as the patient directs in the home/ local community.

How do you target beneficiaries on a home-based care needs assessment?

- Using local criteria and village committees to select the most vulnerable households within a community.
- Setting up accessible and reliable complaints and feedback mechanism. This is the key to targeting beneficiaries and allows beneficiaries and non-beneficiaries to report problematic exclusion and inclusion
- Cash for work targeting
- Inclusion Targeting

Who are the beneficiaries as home-based care?

- The sick who are under doctor's care.
- The elderly who can't walk on their own.
- A patient in need of physical therapy.
- A patient in need of need of intermittent skilled nursing care.
- Continued occupation therapy.
- A home bound patient on a wheelchair.

13.3 Assessment tools are administered as per SOPs

Assessment tool are administered on large scale assessment programs which provide the foundation for nearly every modern education reform initiative. They are the policy makers and legislators at the State and national levels because they see assessment as essential for change. Assessment tools are administered to better suit and guide, improve instruction and student learning.

Administration of assessment tools

- To administer is to manage and be responsible for the running of an organization. An organization can decide to.
- Use multiple choice questions, especially in a large organization.
- Through oral presentations.
- To collect evidence to demonstrate mastery of a given set of contents.
- A set of evaluation criteria based on learning goals as the organization or person.

13.4 Data collected is analysed as per SOPs

Steps on how to analyse collected data

Step 1: Define your question- in your organisation data analysis must begin with the right questions. Questions should be measured clear and concise.

Step 2: Set clear measurement priorities.

Step 3: Collect Data: With your question clearly defined and your measurement priorities set, now it's time to collect your data. As you collect and organize your data, remember to keep those important points in mind.

Step 4: Analyse Data: After you have collected the right data that you can use to answer question from step 1, it is time for deeper data analysis. Begin by manipulating your data in a number of different ways such as plotting it out and finding correction or by creating a pivot table in Excel.

Step 5: Interpret Results: Once you analyse your data and possibly conducting further research it is now time to interpret your results. As you interpret your analysis, keep in mind that you cannot ever prove a hypothesis true, rather you can only fail to reject the hypothesis.

The methods of data collection are:

- Secondary data collection methods: This is a type of data that has already been published in books, newspaper, magazines, journals etc.
- Primary data collection methods: Under this, data collection method can be divided into two groups: Qualitative data collection methods which focus more on quality and quantitative research which is closely related with words, sounds, feeling, emotions, colour and other elements that are non-quantifiable.

Methods of qualitative research

- Interviews
- Questionnaires
- Open ended question
- Focus groups
- Observation
- Game
- Role playing

13.5 Assessment report is prepared as per organization policy**An assessment report is prepared following the following procedure;**

- Provide an outline of the problem and purpose: This creates the foundation for assessment. One needs to determine the purpose of creating and evaluation report to determine its focus
- Gather the most important details of the evaluation to be included in the report.
- Know the audience of your assessment report: This includes people who will view the report, its users and in most cases the evaluation subject.
- Divide the report into different sections: This will promote better distribution of ideas and content of the evaluation itself.
- Write in a clear manner.
- This will allow your audience to comprehend the ideas you present better.
- Proofread your report: This is the best way to get rid of the possible errors your report might contain.

13.6 Dissemination of report findings is carried out as per organization policy

Dissemination is to broadcast a message to the public without feedback from the audience

Dissemination of a report is carried out by:

- Publishing programs or policy briefs.
- Publishing project findings in national journals and state wide publication.
- Presenting at national conferences and meetings of professional association.
- Presenting programs results to local community groups and other local stakeholders.

- Creating and distributing programs materials such as flyers, guide, pamphlets and DVDs.
- Creating toolkits of training materials and curricula for other communities.
- Summarizing findings in progress report for finders.
- Issuing a press release.

Conclusion

This learning outcome covered: Identification and development of home based care assessment tools, targeting of beneficiaries, administering assessment tools, analysis, preparation and dissemination of report.

Further Reading



Read on conducting home-based assessment from Marshall & Hothersall (2012). Needs assessment. In Glasby (Ed.), Commissioning for health and well-being.

13.3.3.3 Self-Assessment



Written Assessment

1. Identify one method of data collection
 - a) Primary data collected
 - b) Writing
 - c) Research
2. Which one of the following is not the importance of data collection?
 - a) It allows you to store and analyse important information.
 - b) It helps your company to save money by building a database of customers for future marketing and retargeting efforts
 - c) Helps to brainstorm
3. Why do we collect data?
 - a) Allows business address question and to predict future trends to make more effective decision
 - b) To sell them and earn living impress the society
 - c) For adventure purpose
4. Which one of the following is the importance of assessment report?
 - a) To determine whether goals set are achieved
 - b) To influence demand
 - c) Identify demand

5. Identify one Assessment tool
 - a) Eating
 - b) Running over long distance
 - c) Knowledge survey
6. What are the components of home based care?
 - a) Providing cars
 - b) Supplies and equipment
 - c) Land
7. What are the principles of home based care? Identify one
 - a) To take children to school
 - b) Ensure optimal patient safety
 - c) To educate
8. Examine home-based care needs assessment.
9. Give advantages of home-based care needs assessments.
10. Define need assessment.
11. Identify various methods of collecting and analysing data.
12. How do you prepare Assessment report?

Oral Assessment

1. How are assessment tools administered?
2. How do you carry out dissemination of report findings? Explain.

Practical Assessment

Visit a nearby children's home facility and identify the problems they encounter in children's home, know how many times the children feed and know whether they go to school.

13.3.3.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped simulated operations training office
- A functional office
- Fully equipped simulated operations training office
- Tablets
- Smart phones
- SD cards and card readers

13.3.3.5 References



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13.3.4 Learning Outcome No3: Mobilize required resources for home based care

13.3.4.1 Learning Activities

Learning Outcome No3: Mobilize required resources for home based care		
 Learning Activities	Special Instructions	
3.1 Map and analyze local and external stakeholders done as per organization policy 3.2 Prepare stakeholders directory as per organization policy 3.3 Mobilize resources from the stakeholders as per organization policy	Group discussion Verbal communication Field study Written assignment	

13.3.4.2 Information Sheet No13/LO3: Mobilize required resources for home based care



Introduction

This learning outcome covers: Identification of the required resources for home-based care, mapping and analysis of local and external stakeholders, preparation of stakeholders' directory and mobilization of resources from the stakeholders.

Definition of key terms

Home based care: Any form of care given to patients at home co-operating with the advice and support from trained health workers.

Resource mobilization: Process of acquiring resources to form a pool to satisfy particular needs. It also involves making better use of and maximizing of existing resources.

Stakeholder: Is a person, organization, social group or society at large that has a stake in a company. They can either be internal or external to the business /company / organization.

Stakeholder mapping: Process that outlines the stakeholders, their involvement and interest in a project and their importance to the company.

Stakeholder analysis: An assessment of interests and potential changes by stakeholders towards a project. It accesses how the stakeholders' interests are addressed in project plan, policy, program or other action.

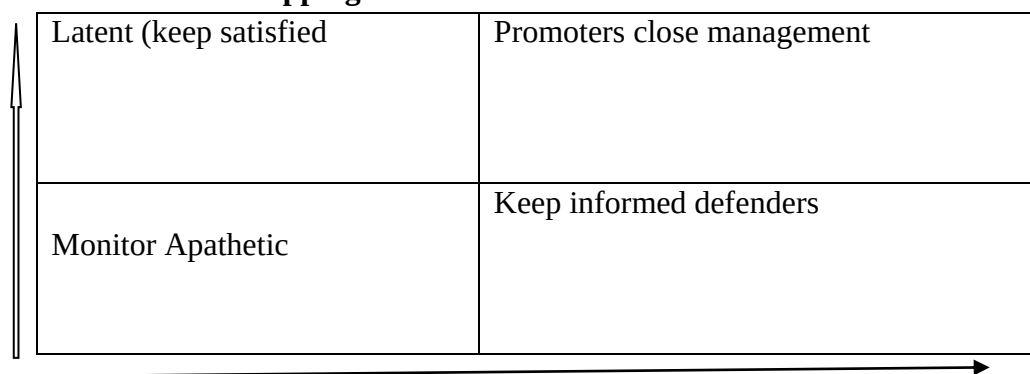
Content/Procedures/Methods/Illustrations

3.1 Local and external stakeholders mapping and analysis is done as per organization policy

Stakeholders are people or entities who interested or impacted by a project being carried out. Local stakeholders are people who have vested interest or are already committed to serving the project/program done by the organization. They may include: staff, volunteers, donors, investors and board members. They are directly involved in the program. External stakeholders are people or organizations who are impacted by the project being undertaken. They may include: the community, the government, customers and non-governmental organizations, the donors and investors. A stakeholder is either affected by or affects the project being carried out.

Stakeholders mapping is a process that provides a flexible approach to understanding and managing the relationships within and around the activity. It involves identification, prioritization, visualization, engagement and monitoring of stakeholder aspects.

Table 15: Stakeholders mapping



Latent (keep satisfied)	Promoters close management
Monitor Apathetic	Keep informed defenders

A power-interest matrix showing strategies to use based on the quadrant the stakeholders are categorized in.

Procedure for stakeholder mapping

- i. **Identification:** A categorized list of stakeholders is developed. Categorizing according to stakeholders divisions such as local and external.
- ii. **Prioritization:** Done to give the stakeholders some bit of order.
- iii. **Visualization:** Representation done in a table or graph. The power-interest matrix is used. The salience model can also be used. Stakeholders are modelled according to three dimensions: legitimacy, power and urgency. The stakeholders are described as discretionary, dormant, demanding, dominant, dangerous, dependent, and definitive and non-stakeholders.

Importance of stakeholder mapping

- It helps in managing the stakeholder's expectations
- It aids in gaining the stakeholders' insights in relation to the project.
- It assists in boosting stakeholders engagement increasing the perception of success
- It enhances the process of risk management.

Stakeholder analysis is a process used to assess interests and potential changes to a project in relation to the relevant, interested and impacted parties. It acts as a guideline on how stakeholders should be addressed in the project. A stakeholder analysis is therefore a blueprint to stakeholder mapping hence conducted prior to mapping. It ensures all stakeholders are incorporated into a project despite factors such as interests. It is mostly done in the preparation of a project, either once or on a regular basis to track stakeholders change in attitudes over time.

Factors to consider in stakeholder analysis

- Influence
- Degree of project impact
- Resource control
- Stakeholder handling
- Interest and motivation

Importance of stakeholder analysis

- Addresses social and distributional impacts of projects
- Identification of potential conflicts between stakeholders in order to come up with mitigation measures
- Analyse stakeholders needs and interests
- Communication planning, information dissemination is planned out easily.
- Manage negative stakeholders.

3.2 How stakeholder's directory is prepared as per organization policy

Stakeholder's directory is a document that outlines individuals or entities affected by a project/program their effects and impact on the project. It is usually completed early into the project as it ensures efficient and effective management of stakeholders.

Sources for the directory include:

- Senior leadership
- Sponsors
- Project charter
- Analysis and research
- Subject/project experts
- Project business case

A stakeholder's directory is written up by the team tasked with implementing the project. Stakeholders in a directory can be classified as:

- **User:** They are those that benefit from the project outcomes
- **Governance:** They are stakeholders interested in project management
- **Influencer:** Have powers in decision making
- **Providers:** They avail the necessary resources

Factors considered in a stakeholders Directory

- Name
- Functioning Department
- Job title
- Project role
- Significance
- Category

How to prepare a stakeholder's directory?

- Identify the stakeholders.
- Take into account the challenges of the stakeholders.
- Identify the possible solutions to the stakeholders' interests and concerns.
- Ensure the availability of resources both human and physical.
- Implement the action plan.

Importance of stakeholder's directory

- Classification of stakeholders
- Identification of stakeholders
- An assessment of stakeholders

3.3 Mobilisation of resources from the stakeholders is done as per organisation policy

Resource mobilization is the process of acquiring resources from providers, using varying methods, to implement a pre-determined goal or satisfy a particular need. It is timely and cost effective in nature.

Principles of home-based care

- Ensure appropriateness and cost: Effective access to high quality healthcare
- Encourage active participation of the patient and family in the treatment plan.
- Target social assistance to patient and families affected
- Relieve burden by caring. Avoids exhaustion to one entity.
- Ensure provision of basic human rights and needs.
- Develop an important link between prevention and care for future instances.
- Enhance a multi-sector approach to support and care
- Ensure economic sustainability of the care and support
- Enhance capacity building

Steps in resource mobilization

- **Planning.** Development of an action plan
- **Implementation.** Putting into action the plan.
- **Monitoring and evaluation.** Follow up and assessment of the project in line with time frame and cost effectiveness.

Importance of resource mobilization

- Ensures sustainability
- Enhances continuous provision of care to the patient
- Ease of burden as resources are from various sectors
- Satisfaction of needs
- Diversity and expansion of resource pool
- Decreases dependency on others
- Maximize use of domestic capital and skills
- Formulation of an independent budget

Conclusion

This learning outcome covered: Identification of the required resources for home-based care, mapping of local and external stakeholders, preparation of stakeholder's directory and mobilisation of resources from the stakeholders.

Further Reading



Read more on: Understanding the stakeholders as a success factor for Effective Occupational Health Care by Ari-Matti Auvinan (2017)

13.3.4.3 Self-Assessment



Written Assessment

1. Which is not a procedure of stakeholder mapping?
 - a) Visualization
 - b) Prioritization
 - c) Implementation
 - d) Identification
2. Home based care provides high-quality care
 - a) True
 - b) False

3. Which is the odd one out in relation to resource mobilization?
 - a) Planning
 - b) Implementation
 - c) Termination
 - d) Monitoring
4. Which is a factor considered in stakeholder analysis?
 - a) Influence
 - b) Identity
 - c) Implementation
 - d) Monitoring
5. Stakeholder's analysis is similar to stakeholder's mapping
 - a) True
 - b) False
6. Which is one not a component of a stakeholder directory?
 - a) Name
 - b) Title
 - c) Category
 - d) Finances
7. Which is an importance of stakeholder's directory?
 - a) Stakeholder classification
 - b) Data analysis
 - c) Monitoring
 - d) Home based care promotion
8. Explain the importance of stakeholder's directory.
9. Compare stakeholder's mapping and analysis.
10. Outline and explain the importance of resource mobilisation for home based care.
11. Describe the principles of home based care.
12. Describe the following terms:
 - a) Stakeholders
 - b) Resources

Oral Assessment

1. What is home-based care?
2. Give the components of a stakeholder directory

Practical Assessment

From a project in your community, conduct mapping and analysis of local and external stakeholders.

13.3.4.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped simulated operations training office
- Computer
- Stationery
- Tablets
- Smart phones
- SD cards and card readers

13.3.4.5 References



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13.3.5 Learning Outcome No4: Undertake home visits

13.3.5.1 Learning Activities

Learning Outcome No 4: Undertake home visits	
 Learning Activities	Special Instructions
4.1 Develop Individual care plans (Assessment of the client/patient's needs, identification of effective interventions, identification of resources, resource allocation and review of ICP) in collaboration with ministry of health as per SOPs, 4.2 Allocate resources based on the care plan 4.3 Implement individual plan based on the allocated resources	Undertake field excursion Oral test Discussion

13.3.5.2 Information Sheet No4/LO4: Undertake home visits



Introduction

This learning outcome covers: Development of Individual care plans (Assessment of the client/patient's needs, identification of effective interventions, and identification of resources, resource allocation and review of ICP) in collaboration with ministry of health as per SOPs. It also entails allocation of resources based on the care plan and implementation of individual plan based on the allocated resources and how the care plan is important

Definition of key terms

ICP (Individualized care planning): Is a program aimed at equipping social workers with the knowledge of the steps leading to the development of personalized care plans for their clients.

Care plan: It is a written document that contains an individual's needs that have already been identified during an assessment.

Intervention: An involvement in unfavourable condition that is aimed at improving that condition and preventing it from becoming worse.

Content/Procedures/Methods/Illustrations

4.1 Individual care plans are developed in collaboration with ministry of health as per SOPs

An individual care plan is a written document used and often modified constantly. It states all the areas the care plan is supposed to cover. Individual care plans majorly focus on the following areas: Nutrition, hygiene mobility, oral-care often categorized as simple while those that cut across issues like prevention, psychology are detailed. Individual care plans are prepared each for a certain/specific patient, often the ICP is developed together with the patient.

Components of an individual care plan

- Goals that are a priority in regards to a client's status
- Timeframes
- Important resources including a recommendation in regards to the level of care that should be administered.
- Any family participation regarding the same
- Any assistance plans

Procedures for developing individual care plan

- i. The client with the complex health needs is identified through processes like: interviews, physical examination, and looking at the client's medical history.
- ii. The assessment domains guide the focus on those areas of concern when the assessment is being conducted.
- iii. The highest risks concern of the client are selected so as to guide the whole process.
- iv. The goals of care are selected based on their priority

High risk clients are those who satisfy the following criteria

Those that have acute or mild inpatient admission and are at risk of readmission within a period of 3 months. Clients who have either one of the major five pulmonary diseases (COPD).

Experience and expertise however helps to identify any other potential high risk patients that do not fall in the categories stated below:

Individuals who can be beneficiaries of individual care plans include those who:

- Have chronic conditions
- Are at a receiving end of many specialists
- Have complex treatment setups
- Are victims of psychosocial concerns
- Are/have been diagnosed with several chronic conditions

Importance of individual care plans ICPs

- They provide a guide towards the direction that should be taken in dealing with the client.
- They serve as a means of communication towards all the parties involved
- They help in organizing strategies that are applicable to the demanding and dynamic needs of the client.
- They serve as a guide in the selection of the specific staff that would take care of the client therefore this can be due to the fact that some client's condition require some specific expertise to deal with their conditions with ease
- They help in teaching the personnel involved how to properly conduct the documentation process, what to look out for and what specific instructions the care plan should follow to achieve the intended goal.
- They serve as a guide towards the analysis of the monetary compensation that should be provided.
- They help in promoting and providing continuous care to the clients.
- They allow the professional team to be at par and to work with collaboration.

4.2 Resources are allocated based on the care plan

A care plan often depicts the shared decisions of the clients, the care-givers and the families regarding the interventions needed in the achievement of the goals set. The content of the care plan often is affected by the type of setting and the kind of service that is being offered and may take different titles in different organizations. A resource is anything valuable that could be used to facilitate the process of care planning. It includes materials, personnel, funds, facilities and anything else that is geared towards the achievement of the care plan goals. Resources are allocated in 2 different levels: The highest hierarchy being the policy level where the state is mandated to determine what resources ought to be allocated through processes like legislation, Insurance plans or the state funding mandates.

The organization level

The allocation strategies are determined through the use of;

- Policies
- Clinical guidelines
- Protocols

These Important Resources can be categorized into

- Human resources
- The financial capital
- The consumables

It is important to note that the care plan provision relies largely on the financial resources that help access other inputs needed in the care plan. The human resources utilize their skill and expertise in delivering the services required by the care plan. They include physicians, nurses and other medical staff who combine effort to ensure the goals are met. Continuous addition of knowledge and training of the human resources helps update their skills in line to the dynamic needs of the clients. The rising levels of technology also is an important resource in the sense that it helps the staff involved to be aware of the emerging needs of the client and vast ways of coping with those needs efficiently and effectively. The physical environment is also an important resource because lack of care of the physical facilities such as the roads and units reduce the quality of the services provided in the unit.

Importance of effective resource allocation

- It helps save on time because they set the exact hours required in the completion of tasks.
- Resources serve as motivation tools to the staff; lack of resources demotivates staff and even makes their services to be delayed.
- Resource allocation boosts productivity. Work is done faster; more clients are served within the shortest span of time. It also helps in noting the staff who have much workload and those that require additional helping hands.
- It helps save on money that could otherwise be used in looking for the resource in collaborating partners or donors.
- It helps in the correct utilization of the resources needed; helps in selecting only those resources needed in completion of certain tasks.

4.3 Individual Plan is implemented based on the allocated resources

Care plan implementation involves a series of care management activities that see to complete the tasks stipulated in the care plan. These activities incorporate provision of information on the available services, as well as educating the clients and their relatives on ways of accessing these services or how they would perform the activities by themselves. The implementation process of a care plan should be cost friendly and should have a time frame aimed at achieving the highest level of intervention without compromising the client's interdependence.

Implementation process involves a lot of considerations; some of these considerations are:

- The goals identified in the care plan
- The funding limits
- The availability of potential donors
- The size of the case load
- The services that should be provided by the care plan

Sometimes one may encounter clients who may not be willing to help in implementing their care plans e.g. by showing disinterest of learning the type of services that cut across the entire process. Other clients lack the capacity to implement their care plans; this occurrence can be attributed to factors like: lack of enough family assistance and the scenarios of physical impairment. These conditions necessitate the need for service coordination among the human staff involved to ensure the implementation is a success.

Implementation process considers factors like:

- Client satisfaction
- Education
- Documentation of those activities in the implementation
- Service coordination

Implementation process entails the identification, arrangement and coordination of the required services by the caregiver as agreed upon by the authority and this process begins immediately after the care plan has been finalized. The degree of participation by the client is dependent largely on the client's health status.

Skills needed in implementation

- **Cognitive skills:** That include creativity, critical thinking, problem solving
- **Personal skills:** Communicating skills; verbal and non-verbal skills
- **Hands-on skills:** The manipulating skills e.g. bandaging

Process of implementation follows the following procedure

- i. Reassess the client in the aspect that the needs might change
- ii. Determining the needs that require assistance e.g. those that are a little technical
- iii. Implementing the necessary intervention: Based on research and professional standards
- iv. Supervision to ensure the activities follows the care plan
- v. Documentation: That involves recording of the client's responses towards the care plan being administered

Conclusion

This learning outcome covered: development of Individual care plans (Assessment of the client/patient's needs, identification of effective interventions, and identification of resources, resource allocation and review of ICP). This is done in collaboration with ministry of health as per SOPs. It also covered way implementation of individual Plan based on the allocated resources.

Further Reading



Read more on: Individual care plan from; Colon – Emeric CS, Lekan (2006) Health Care Management Review. The social work care plan training manual.

Self-Assessment



Written Assessment

1. The following are benefits of resource allocation in care plan systems; which one is not
 - a) Saves on time
 - b) Saves on money
 - c) Determines the goals
 - d) Serve as a motivation factor
2. Human staff, money and consumables are core in any care plan unit
 - a) True
 - b) False
3. Which among the following is a consideration used while implementing a care plan?
 - a) Funds
 - b) Stakeholders involved
 - c) Resources available
 - d) Type of client
4. The person initiating the implementation plan has to have good communication skills and has to be approachable
 - a) Agree
 - b) Disagree
5. The state policies are relevant in the establishment of a care plan
 - a) Agree
 - b) Disagree
6. The human personnel involved in the care plan management have to continuously add on their knowledge or else it will not be useful
 - a) True
 - b) False
7. Discuss about individual care plan (ICP).
8. State examples of at least three chronic ailments that need a care plan.
9. Identify two components of an individual care plan.
10. State at least one goal that should drive a care plan strategy

11. Why should the needs of the client be reassessed before implementation is done?

Oral Assessment

1. Do you think the care plan treatment offered in your health facility is efficient?
Why
2. What recommendations would you suggest that would improve on the services offered in that health facility?

Practical Assessment

Visit homes of patients suffering from diabetes. Conduct an assessment to measure the success of ICPs. Develop a report based on your findings.

13.3.5.4 Tools, Equipment, Supplies and Materials

- A functional office
- Computer
- Tablets
- Smart phones
- SD cards and card readers

13.3.5.5 References



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13.3.6 Learning Outcome No5: Carry out support advocacy

13.3.6.1 Learning Activities

Learning Outcome No5: Carry out support advocacy		
 Learning Activities	Special Instructions	
5.1 Develop advocacy plan as per organization policy 5.2 Mobilize community as per organization policy 5.3 Implement advocacy plan as per organization policy 5.4 Monitor and review advocacy as per organization policy 5.5 Prepare and share advocacy report as per organization policy	Presentations Oral assessments Discussion forums	

13.3.6.2 Information Sheet No13/LO5: Carry out support advocacy



Introduction

This learning outcome covers: Development of advocacy plan, mobilization of community mobilization, implementation of advocacy plan, monitoring and review of advocacy and, preparation and share advocacy report.

Definition of key terms

Advocacy plan: This refers to the identification of the objectives and goals with the aim of getting there through activities like; public speaking publishing research, media campaigns by an individual or community to influence decision making within political, economic and social system.

Community mobilization: This refers to a process where the community itself takes actions and has the mandate to plan, carry out activities and evaluate activities on participatory and sustained basis either, at an individual level or by others as well.

Advocacy Report: This refers to a written document by an organization that influences the decision making through various activities within political, economic, social system and the institution setting to be implemented through the organization policy formulation.

Policy distribution: This is a policy that is used in marketing and production by an organization and also helps to come up with channels of distribution for the policy implementation in an organization.

Content/Procedures/Methods/Illustrations

5.1 Advocacy plan is developed as per organization policy

Advocacy plan refers to the identification of objectives and goals with the aim of getting through various activities like; public speaking, publishing research, media, campaigns by an individual or community to influence decision making within political, economic and social system. Advocacy planning helps to deify goals, steps one will take to achieve that goal and hence increases the chances at success in organization policy. Lack of advocacy planning may lead to wastage of valuable energy and perhaps miss some opportunities towards the organizational policy.

Processes of how advocacy plan is developed as per organization policy.

i. Setting SMART goals.

S-specific

M-measurable

A-achievable

R-relevant

T-timed

C-challenging

ii. Resources and assets

Resources and assets play a vital role in development of organizational policy these includes: funds, staff, contacts, facilities and access to information archives with the help of community members.

iii. Planning of strategy

This includes changing of an organization structure if it is not favorable like people in power, to fit the client's expectations and attainment of goals. The strategy has to be flexible and with different tactics that enhances development.

How is advocacy plan developed?

- Policy monitoring and public accountability-this is for effectiveness of policies which include: ICT, infrastructure, broadcasting policies.
- Policy dialogue: ICT and main streaming development policy in order to gain influence in policy making process.
- Campaigns for policy change. Here patience and courage are needed to attain one or group objectives.
- Building the advocacy capacity of stakeholders groups where one exercises the freedom of expression.
- Demonstrator projects to enhance easy communication to influence decision making.

5.2 Community mobilization is done as per organization policy

Community mobilization refers to the process where the community itself takes actions and has the mandate to plan, carry out activities and evaluate activities on a participating and sustained basis either at an individual level or others. It empowers individuals in the organization during policy formulation and implementation to take some kind of action to facilitate change through generating support, addressing issues that impact the community, resources and disseminating information.

Reasons for community mobilization

- By incorporating the community, it introduces new energy in the organization. Help the community overcome denial of the policy.
- Promote local ownership and decision making.
- Provide a focus on implementation efforts.
- Create public presence and pressure to change organization policies and practices increase access to funding opportunities for the organization in long and short term.

Requirements for community mobilization in organizational policies

- Leadership
- Communication channels
- Assessments
- Problem solving
- Resolve mobilization
- Administrative and operational management

Stages of how community mobilization is done as per organization policy

- Establish a formal structure.
- Develop a shared mission and vision.
- Secure strong leadership in the organization.
- Engage diverse organization and community leaders.
- Ensure participation in decision making.
- Conduct a need for assessment annually in the organization.
- Conduct process of review and evaluation.
- Enhance effective means of communication.
- Evaluate members of the community and the organization.

5.3 Advocacy plan is implemented as per organization policy

Advocacy plan refers to the identification of objectives and goals with the aim of getting there through activities like, public speaking, publishing research, and media campaigns by an individual or group to influence decision making. Advocacy implementation plan is dynamic and capable of addressing changing needs as the organization program, planning and implementation which changes and evolves over time. It responds to newly identified needs in an organization in order to create awareness amongst members in an organization.

Advocacy plan implementation as per organization policy

- Gather the organization to define the current arising issues.
- Identify the influences by stallholders.
- Decide on the report of current goals and objectives.
- Assess and document the methods used in the organization implementation policy.
- Assess the quality and quantity of the services e.g. information.
- Assess the document and its available resource towards implementation of the policy.
- Consult and network to enhance effectiveness of the goals and objectives.
- Engage members and stalk holders to acquire a suitable vision.
- Measure the import of action to date and modify the advocacy method to expand the network and encourage engagement.

Importance of advocacy plan

- Helps an individual or group in the right direction.
- Break down your goals into manageable pieces or stepping stones.
- Enhances use of right tools.
- Enhances making strategic choices wisely using scarce resources.
- Makes sure activities reinforce rather than undermine each other.
- Get timing right and start preparing early enough.
- Be prepared to count opposition.

5.4 Advocacy is monitored and reviewed as per organization policy

Advocacy must be evaluated in organization policy. It's done through monitory and is measured regularly based on the objectives of the organization. This is done through:

Quantitative methods

Qualitative methods

Monitoring methods include:

- Keeping records of meetings
- Methods used to elect official in an organization
- Surveys and interviews. Monitoring the media

How monitoring is done and reviewed

Monitory is done in the following areas;

- **Activities:** Here activities are done to be completed on time based on the budget of those particular activities.
- **Outputs:** These include the tangible services and products of a particular project that needs to be delivered as a result of the activities.

- **Outcomes:** This refers to the occurrence or changes as a result of output to help contribute towards the proposed project as per organization policy which will in turn help in attaining their goals.
- **Impact:** This highlights to what extent the project has contributed towards its longer terms goals.

Types of monitory and reviewing methods in an organization

- **Process monitory:** This informs management and a donor about the actual implementation of project activities in the field.
- **Progress tracking:** Tracking sheet is used here to outline all output indicators for key activities along with target values of those output indicators for key activities along with target values of those output indicator.
- **Progress validation:** Here progress of key project activities are usually reported by the field staff in order to validate output progress report.
- **Performance monitory:** Assessment of outcome and changes of key function in M&E unit are done here.

Have you achieved the set objectives?

How many meetings of decision making have taken place and its outcome?

Action taken and has it been of impact?

Are people involved contended with the outcome?

Time to articulate long term goals. Therefore, rather than monitoring and evaluation, aim at seeing policy and legislation are designed to be sustainable over time to articulate long term goals.

It enhances development plans as well to reinforce the desired change.

5.5 Advocacy report is prepared and shared as per organization policy

When monitory should be done

- Throughout the life of a program
- When there is need for a program to be planned and designed based on the required resource.
- When data is collected and analysed to enhance continuation basis in every stage of the program.
- When there is 75 of the total budget allocated to M&E.
- When there is evaluation to be conducted at the end of the program.

A report is often prepared and shared to the individual or organization to meet their needs and objectives. It's often in written form and with guide lines on the policy implementations.

A good report consists of the following

- It compliance
- Increased accountability
- Streamlined internal process
- Help the organization avoid errors
- Report generally presents the investigation and analysis of the information recommendation and proposal

Steps to write an advocacy report

- i. Decide the terms of references.
- ii. Decide the procedure.
- iii. Find the information.
- iv. Decide on the structure.
- v. Draft the first part of the report.
- vi. Analyses your findings and draw conclusions.
- vii. Make recommendations.
- viii. Draft the executive summary and table of contents.
- ix. Compile a reference list.
- x. Revise the draft report

How advocacy is report is prepared as per organization policy.

- i. Draft of the report
- ii. Here findings are represented as well as conclusion and recommendation.
- iii. Draft report include: structure of the report which will depend on the objectives and the audience you are trying to reach.
- iv. Elements include:
 - v. Introduction
 - vi. Methods
 - vii. Findings
 - viii. Conclusion
 - ix. Recommendation
 - x. Appendices and glossary

Types of advocacy strategies used in an organization policy.

- Report to human rights mechanism
- Create partnership
- Use of the courts
- Work with parliamentarians
- Work with the media

Ways to select advocacy strategies in an organization

- Identify who you are
- Identify the stakeholders
- Timing of your advocacy efforts

Conclusion

This learning outcome covered: Development of advocacy plan, mobilization of community mobilization, implementation of advocacy plan, monitoring and review of advocacy and, preparation and share advocacy report.

Further Reading



Read on types of advocacy analysis from Forbat & Atkinson (2005). Advocacy in Practice: The Troubled Position of Advocates in Adult Services.

13.3.6.3 Self-Assessment



Written Assessment

1. The following are steps in policy formulation which one is not?
 - a) Development
 - b) Distribution
 - c) Formulation and review
 - d) Procedure
2. Describe advocacy report.
 - a) Identification of goals and objectives
 - b) Written document by an organization
 - c) Used in marketing and production in an organization
 - d) Process where the community itself takes action.
3. The following indicate requirements for community mobilization leadership except?
 - a) Communication skills
 - b) Mobilization
 - c) Assessments

4. The following options are used in monitoring and evaluation except?
 - a) Qualitative methods
 - b) Record keeping
 - c) Quantitative methods
 - d) Resources
5. The following activities are used to influence decision making except?
 - a) Public speaking
 - b) Development
 - c) Publishing research
 - d) Media
6. The following are steps to write a report, which one is the odd one out?
 - a) Terms and reference
 - b) Procedures
 - c) Accountability
 - d) Structures
7. Illustrate and elaborate on the characteristics of a good policy
8. Describe policy making process
9. Discuss impact of the community in organization policy
10. Explain the term SMART and how it is used in the development police implies
11. Describe the characteristics of a good policy

Oral Assessment

1. Who plays a big role in policies implementation in an organization?
2. What are the characteristics of an advocate in formulation or organization policy?
3. The name of a person who reviews and evaluates policies is called?

Case Study Assessment

Carry out a case study which is concentrated on the intervention and practice in how the policies are made and implemented in school in the rural areas.

13.3.6.4 Tools, Equipment, Supplies and Materials

- A functional office
- Tablets
- Smart phones
- SD cards and card readers
- Computer
- White board

13.3.6.5 References



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13.3.7 Learning Outcome No6: Monitor patients' performance

13.3.7.1 Learning Activities

Learning Outcome No6: Monitor patients' performance		
 Learning Activities	Special Instructions	
6.1 Identify indicators aligned to the individual care plan as per SOPs. 6.2 Track indicators based on the care plan 6.3 Analyse indicators based on the care plan 6.4 Prepare report as per the organization's policy 6.5 Execute necessary referrals as per SOPs	Group discussion Oral and written tests	

13.3.7.2 Information Sheet N013/LO6: Monitor patients' performance



Introduction

This learning outcome covers: Identification of indicators aligned to the individual care plan, tracking of indicators based on the care plan, analysing, preparation of report and executing of necessary referrals.

Definition of key terms

Indicators: Refers a statistical tool used in measuring the current conditions as well as forecast financial and economic trends.

Referrals: Entails directing a patient by a professional body or a GP to a medical specialist/home based health care.

Content/Procedures/Methods/Illustrations

6.1 Indicators aligned to the individual care plan are identified as per SOPs

An indicator refers to a quantitative measure that is adopted in monitoring and evaluation of the critical governance management, support and clinical function qualities affecting patient outcomes. Most health care systems consider the quality of health care as the major agenda.

Importance of indicator's monitoring

- Enables documentation of quality of care
- Facilitates benchmarking and comparisons between hospitals over time
- Making judgment and priority setting
- Indicator measurement supports accountability accreditation regulation
- Supports choice of care providers by patients

Key characteristics of ideal indicator

- They must be based on agreed definition so as to exhaustively and exclusively describe the situation.
- An ideal indicator specify and sensitize the situation optimally
- Proper discrimination by indicators
- Reliability and validity must be ensured
- Allows room for conducting comparison useful to the care plan
- Evidence must be on basis of each indicator

Procedures for identifying indicators

- Clarity purpose
- Determine overall scope and framework for assessment
- Identify what needs to be assessed
- Specify reporting requirements and intended use
- List and review existing monitoring programs and indicators
- Determine relevant indicators
- Develop measures for indicators

6.2 Indicators are tracked based on the care plan

Tracking of indicator reflecting a client's context and performance ensures that the monitoring system avails the information concerning financial use by clients. Tracking indicators is done according to a set of procedures in order to evaluate performance of clients.

Determination of the tracking follows the following procedures:

- Definition of goals: The researcher should before setting up the indicators, obtain a clear understanding of their goals.
- Understand a lagging indicator: The identified indicators could either be lagging or leading. It is easy to measure the lagging indicators because they are obtained results or outputs.
- Decisions on the indicators to set: Show they will measure each good and if the achievement of such goal is possible.
- Select just few performance indicators.
- Put it altogether

6.3 Indicators are analysed based on the care plan

The information obtained from the tracking sections are used in conducting a force field analysis in determining the possible factors, facilitating or constraining implementation of the indicators identified, used later during development of action plans.

The analysis of indicators follows the following procedures:

- Review of health care objectives
- Analysis of current performance of the indicators
- Set short and long-time target of indication
- Reviewing the targets by the teams
- Reviewing the progress made and making readjustments

6.4 Report is prepared as per organisation's policy regardless of the interval used in sharing the reports

It is necessary that the preparation is aligned with policies of the organization. Organisation policy basically refers to the law and guidelines that an organization set and which ensures the day to day operation of the events and activities in the organization.

A well written report should follow but not limited to the following step by step guide:

- Identification of key indicators
- Prioritizing the indicators to be monitored
- Establishing an annual monitoring plan
- Developing flow chart
- Determining the scope of monitoring
- Developing monitoring strategies

6.5 Necessary referrals are executed as per SOPs

Referrals include change of a patient's place of receiving medical/nursing services. Physicians and doctors are charged with the responsibility of referring patients for home health care services. In some circumstances, family members or patients themselves may also request the services from the home-based health care.

The SOPs require that before executing a referral, the primary care practices:

- Be accountable to ensure that the referrals meet the time in sensitizing patients' needs and their related provider.
- Provide patients with necessary information and care needed
- Establish relationship with various providers and service organizations in the society in building trust as well as building shared expectations for executing referrals
- Develop connections with the service providers thereby facilitating interaction and timely flow of information concerning patients

Conclusion

This learning outcome covered: Identification of indicators aligned to the individual care plan, tracking of indicators based on the care plan, analysing, preparation of report and executing of necessary referrals.

Further Reading



Read on the procedure of conducting a referral and the procedure and design of a report from Kimberly Denis Home Health Care: Feasibility study to implement from a Nursing Home based Health Program.

13.3.7.3 Self-Assessment



Written assessment

1. Which of the following involves all the assessment methods occurring at discharging a patient?
 - a) Concurrent evaluation
 - b) Auditing
 - c) Retro respective evaluation
 - d) Modular method
2. Project monitoring is sometimes called
 - a) Evaluation
 - b) Impact evaluation
 - c) Performance evaluation
 - d) Process evaluation
3. What is client's performance indicator?
 - a) A way of assessing client's behaviour
 - b) A synopsis of a health care quality performance
 - c) A measurable value to tracking health care goals
 - d) A look back all the objective of previous year
4. An indicator should follow rules for SMART objectives. In SMART what does it represent?
 - a) Sales
 - b) Specific
 - c) Stock
 - d) Sanctioned

5. Define a lagging performance indicator
 - a) An indicator anticipating future performance
 - b) Relay of performance reporting
 - c) An indicator highlighting past performance
 - d) An indicator depending on another performance measure
6. Successful management of a complex setting of a home care requires?
 - a) Only patient activation
 - b) Only system activation
 - c) Both patients and system activation
 - d) None of the above
7. Which of the following is a type of indicator?
 - a) Leading
 - b) Lagging
 - c) None of the above
 - d) Both leading and lagging
8. Discuss the characteristics of an ideal indicator
9. State three roles of selecting an indicator
10. Discuss steps in identifying an indicator
11. Discuss the indicator of client's performance
12. Differentiate between tracking and monitoring an indicator of an individual performance indicator

Oral Assessment

1. Differentiate between lagging and leading indicator
2. What is an indicator?

Case Study Assessment

Prepare as a head nurse in a medical department; there was a patient at the beginning of the day characterized by nursing absenteeism. This has necessitated delay of activities in the facility. Prepare a report concerning performance of the patients, the reputations and the solutions to this problem. Execute a referral where necessary.

13.3.7.4 Tools, Equipment, Supplies and Materials

- A functional office
- Tablet
- Library journals and books
- Smart phones

13.3.7.5 References



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13.3.8 Learning Outcome No7: Document home based care and support activities

13.3.8.1 Learning Activities

Learning Outcome No7: Document home based care and support activities		
 Learning Activities	Special Instructions	
7.1 Identify documentation procedures as per SOPs 7.2 Store documents as per organization policy 7.3 Prepare documentation plan as per the organization policy 7.4 Prepare documentation tools as per the documentation plan 7.5 Conduct documentation analysis as per the organization policy	Group discussion Oral Test Written Assessment	

13.3.8.2 Information Sheet No13/LO7: Document home based care and support activities



Introduction

This learning outcome covers: Identification of documentation procedures, storing of documents, preparation of documentation plan and documentation tools and conduction of documentation analysis as per the organization policy.

Definition of key terms

Documentation plan: This refers to a document written by technical writers, team leaders or project leaders usually meant to shape up the details of the work on the home based care and support activities. It actually really helps the structure all the processes within the team and grant the parties involved to the essential/vital information.

Documentation Analysis: Document analysis is a form of qualitative research which documents are reviewed by an analyst to access or determine an appraisal theme. It is an assessment of a document by a professional so as to acquire information.

Content/Procedures/Methods/Illustrations

7.1 Documentation procedures are identified as per SOPs

Procedure documentation provides a detailed description of how to carry out activities in home-based care and support activities.

Procedure documentation includes all types of documents that support a process or activity like

Policies: Deliberate system that guides decisions to achieve rational outcome. It is also a statement of intent usually is documented.

- Checklists: It is a type of job aid used to reduce failure by compensating for potential limits of human memory and attention.
- Tutorials: Is a method of transferring knowledge and may be used as a part of learning process that is documented.
- Forms: Documentation that suggests how a thing exists or appears
- Screenshots: Is an image of the data displayed on the screen of usually a computer or mobile device.
- Link to other applications usually also are documented.
- Process/procedural maps: Refers to a type of map in rust experimental that is usually in many cases randomly generated.

Importance of procedural documentation

- Helps improving the activity being undertaken. It identifies the inadequacies and bottlenecks by documenting rather the exact processes.
- Helps in the training of employees. One can use documentation procedures to assist the new employees to understand their job roles and familiarize themselves within the processes they will be involved on or be undertaking
- Helps in reducing risk and maintaining operational consistency. Detailed procedure documentation is a core part of patents and trade secrets organizations use.
- Helps in preserving company knowledge for the organization. It keeps a record of procedures known by only few people who specialized in doing the procedures.

The individuals involved in documentation procedures include;

- The owner is to state the mission, vision and goals tactics measures of processes? Monitor and report processes performance.
- The documentation custodian. His role includes ensuring that all records are up-to-date and not stale.
- Technical writer. The technical writer organises material and writes procedure documents.

How to document procedural steps

- i. **Identification of the procedure and naming:** Figure out which procedure you are going to document first then determine its purpose and how it will be of benefit the organization.
- ii. **Define the process/ procedure scope:** Provide a short description of what will be included in the process and what is out of the process scope and what is not /or should not be included in it.
- iii. **Explain the process boundaries:** Includes where the process actually begin from? What causes it to start? And how can you know when it is done? Get these boundaries very well defined.
- iv. **Identification of process outputs:** Establish what will be produced by the process and the expected results the process ought to have achieved upon completion.
- v. **Identification of process inputs:** Place the resources that are necessary to carry out each of the process steps.
- vi. **Brainstorm the process steps/procedure steps:** Gather all the information on process/steps from the actual start to the end. The brainstorming session should involve the direct response for the procedural tasks or experts and can provide precise data.
- vii. **Organize the steps sequentially:** Take up the list of steps you came up with and write them in a sequential order to create a flow.
- viii. **Describe who is involved:** Delegate tasks to each individual in the organization. Define key roles and also keep in mind to mention their job title rather than their name.
- ix. **Visualize the procedure:** This is to improve / enhance clarity and readability of your documentation. One can also use a process flow chart.
- x. **Note down the expectation to the normal process flow:** A business process may not always follow the same flow due to various reasons.
- xi. **Add control points and measurements:** Identify the possible risks that could occur in the process and add in the control points to aid the process owner when monitoring the process.
- xii. **Review and test the procedure:** Gather each and every person and review the process flow chart you have mapped and have a discussion for any possible changes.

7.2 Documents are stored as per organization policy

Steps of documentation

- i. **Select a team:** They will be involved in planning process and all the activities that are to be done.
- ii. **Create a plan:** The team should brainstorm and come up with plans on the documentation process and know what should be done by whom.
- iii. **Clearing the space:** There has to be adequate clean space for the filing process.
- iv. **Creation of shelves:** The files need to be placed in order on the shelves. The shelves construction should be done considering the size of the files to be stored.

- v. **Organize files:** The old files should be the first ones to be stored alphabetically followed by the new files in that order.
- vi. **Ongoing maintenance:** For the safety of the data stored, maintenance should be done regularly. The room should always be kept clean and orderly.

Document storage

This refers to the safekeeping of documents so as to enhance easy retrieval. Documents included are in both hardcopy and softcopy. The hardcopy documents are stored in form of files while the softcopy are stored in electronic devices.

The challenge of document management system

- If you type “document management system” into a search engine, you’ll get long lists of solutions. Many of the featuring software that advertise the advantages of paperless office.
- Rather they are used to improve your business when handling electronic files.
- The problem is that many small organizations have a mixture of these two files, the soft copy and the hardcopy.
- One solution to the challenge could be of a mixed data environment would be to use/ apply a document.
- Imaging system to convert all of your business documents to the electronic format.
- Through this is usually very expensive and time consuming for many small businesses.

Steps to a Document Management System

Setting up of a document management system includes three steps;

Create a document management plan

The first step involves answering these four questions;

- Which are the rules for creating documents?
- Is there an in-house style guide that ought to be followed?
- What procedures ought to be followed?
- Should new documents be dated or rather be time- shaped?
- What are the procedures that ought to be followed for sharing or reviewing documents?

How will the documents be stored?

Key actions considered include; costs associated with storage for small organizations the cost of looking for the document involves time wasting. Hence these small organizations ought to come up with a good file management practice. When storing, ensure;

- A clear, easy-to-follow up system is essential.
- Easy retrieval of the document is also very important.

- Proper dating of documents should be ensured.
- Organized and safe.

How can retrieving of documents be simplified?

This is a question for many organizations and it is at the heart of your document management system. Once again good filing practices can go a long way to solve this, upon following strict naming conventions this will ensure files are much easier to find.

Digital archiving

Proper storage of documents in your computer system as an organization is the best and the safest way of documentation. This is because of easy retrieval and it data can't get distorted easily.

Advantages of document storage

- Reduced storage space when using digital storage.
- Easier retrieval.
- Better collaboration.
- Data can be accessed easily in the future.
- Safekeeping of important and vital information hence ensuring document security.
- File sharing.

Disadvantages

- Lack of storage space in the case of proper-based document management
- It has a high supply cost.
- Poor environmental credentials.

Importance of data storage by the document management systems

- Reduced storage space in the case of digital storage.
- Enhanced security of documents.
- Easier retrieval of documents.
- Better collaboration with other systems.
- Better backup and disaster recovery.

7.3 Documentation plan prepared as per the organization policy

Documentation plan refers to a document that is written by the technical writers (usually team leaders) to shape up the details of the process that is to be done. It helps structure all the processes and procedures within the team and grant each of them essential information.

A documentation plan can include varied elements.

- Project name.
- Scope and objectives.

- Detailed content plan.
- Time estimates.
- Responsible persons.
- Workflow.
- Resources e.g. style guides, websites.
- Publishing details.

Writing of documentation plan can help predict bottlenecks and prevent issues that might appear in the project implementation process.

Importance of creating a documentation plan

- Allows the content development members of a project team or technical staff to actually plan, create and deliver documentation that aligns very well with the goals of the project and the organizational goals.
- Used to estimate the human resources and workforce required and the dateline for the overall production of work.
- By aligning the documentation plan with overall project planning such as the scope objective and content team can ensure that deliverables are accurate, comprehensive to the intended audience.

Steps for preparing documentation plan as per organization policy

- Planning of purpose and scope:** Know the purpose and the scope of the project just before you begin. This may seem obvious, but spending time upfront can reduce the actual writing time as well as the cost of significant changes. Be sure to identify the goals, existing resources, deadlines, and final deliverables.
- Drafting:** Start up with high level outline on all topics that are to be covered. The begin gathering the specific content and supporting the graphics, and ensuring that you leave placeholders for any information gaps. When coming up with the procedures, also do a self-review to ensure that you perform each procedure as you've written it. Above all ensure that you have kept the user in mind. They must be able to easily navigate the content.
- Reviewing:** Typically, SME formal reviews take place on completion of the first draft and the final one. Depending on the content you are developing, however you will require SME to check individual sections or topics.
- Revising:** After your first draft is ready, set up a peer review to ensure accuracy. Again ensure the content is presented in a way that makes sense to your audience.
- Test the process:** Gather everyone involved and review the suggestions made by peer review. Then later test the process to see if the plan will be effective.

7.4 Documentation tools are prepared as per the documentation plan.

Documentation tools refer to the tools that help you manage clients' documents. Business documents are many and varied such that most business needs help keeping track and managing the business documents. Software documentation tools can be very helpful in this regard but finding the best software for all your various business documents can be quite difficult especially when the documents are sensitive in nature. Hence documentation tools ought to be generated.

Factors to consider when preparing documentation

- The who specifies the target audience
- What defines the purpose?
- The when, timeline of the document, urgency and deadline.
- The how indicates methods to be used in documentation presentation and sharing.
- The clarification ensures all instructions are easily understood and no steps are missing.

Best five documentation tools are prepared best on their great need.

Documentation tools

- **Digital archiving:** This is where information is stored in computers. It is the safest way of storing information as the data is not easily destroyed or altered. It also occupies little space.
- **Books and files:** The information is typed or handwritten on paper but it takes a lot of storage space.
- **Recorders:** Audio information is recorded and stored in soft copy or banned on disks.
- **Storage devices:** They include hard disks, flash disks, CD etc.

Sliq invoicing: Documentation tool for invoice

Since every organisation needs invoicing solutions, this list would be incomplete if we at least have one invoicing software. Sliq invoicing is particular easy one to use and comes with features that make it very easy for you to completely customize your invoices.

Pros

Offers complete control when it comes to customization.
Very easy to navigate.

Cons

Linking this solution to your email can be a little difficult.

Plan write for business – documentation tools for plans.

Every organization needs a planning tool and this will be great addition to your software's suite.

Pros

It offers hundreds of valuable examples.

Cons

It lacks real time collaboration, making it less ideal for business plans that require input from one person than another person.

Key considerations for selecting the best process documentation tool

- Can be accessed and shared easily.
- Makes collaborating easy.
 - This is especially helpful in companies with more than a handful of people.
- Its mobile friendly

The offline documentation tools include:

- Word
- Visio

Pros

It has advanced overtime

Cons

Because of its very expensive license, only a few privileged souls will be editing.

The online documentation tools include:**Lucid chart****Pros**

It's easy to collaborate on editing.

Cons

It offers no connection with people in terms of giving instructions.

Gliffy**Pros**

Has limited collaboration

7.5 Documentation analysis is conducted as per the organization policies.

Document analysis is a systematic procedure for reviewing or evaluating documents both printed and electronic. Like other analytical methods in qualitative research, document analysis requires that data be examined and interpreted in order to elicit meaning, gain understanding and develop empirical knowledge.

Advantages and limitations of document Analysis.

- **Efficient methods:** It is less time consuming and therefore more efficient than other research methods.
- **Availability:** Many documents are in public domain, especially since the advent of the internet and are obtainable within the author's permission.
- **Stability:** As a corollary to being nonreactive, documents are stable. The investigators presence does not alter what is being studied.
- **Exactness:** The inclusion of exact names, references and details of events makes documents very advantageous in research (YIN 1994)

Disadvantages

- Insufficient detail.
- Low retrievability.
- Biased selectivity

Conclusion

This learning outcome covered: Identification of documentation procedures, storing of documents, preparation of documentation plan and documentation tools and conduction of documentation analysis as per the organization policy.

Further Reading



Read more on documentation analysis from Hong (1998). Preventive Process for Human Error Through Maintenance Document Analysis.

13.3.8.3 Self-Assessment



Written Assessment

1. Which of the following is not true about the advantages of documentation analysis?
 - a) Availability
 - b) Stability
 - c) Efficient methods
 - d) Accuracy
2. Below are the advantages of document storage which of the following is **NOT**?
 - a) Easier retrieval
 - b) Better collaboration
 - c) File sharing

3. Which of the following is not true about the importance of creating a documentation plan?
 - a) Allows for content developers to plan and deliver documentation.
 - b) Used to estimate the human resources
 - c) Aligns with the goals of the project and organizations
 - d) It's affordable
4. Each of the following is true about SOPs except?
 - a) It is an accurate operating procedure
 - b) It is a normal operating procedure.
 - c) It is an in-built operating procedure
 - d) It is the standard operating procedure that is official.
5. The following are importance of procedural documentation. Which one is not?
 - a) Helps reduce risk and maintains operational consistency
 - b) Helps in training of employees
 - c) Helps improve the activity to be undertaken
 - d) Helps preserve company standards
6. The following individuals are involved in identifying the standard operation procedures **EXCEPT**?
 - a) Engineers to work out the operation
 - b) Process owner
 - c) Documentation custodian
 - d) Technical writer
7. The following are steps on the documentation procedures.
 - a) Explaining of process boundaries
 - b) Identifying of process outputs
 - c) Identification of standards requires
 - d) Identification of the procedures and naming them
8. Highlight the steps for generating a documentation plan.
9. Highlight the advantages of document management systems.
10. Discuss the procedure used in documentation as per SOPs.
11. Carefully analyse whether document management has its advantages.
12. Evaluate the importance of procedural documentation.

Oral Assessment

1. State the procedure of preparing documentation tools.
2. Define documentation analysis.

Case Study Assessment

A 23-year-old girl named Jane recently was employed in the records department in a renowned organization after pursuing her degree in records management. In her stay there she came to realize that the documents being stored were not organized well and were scattered. Suggest procedures that she should apply to ensure easier retrieval of documents upon need.

13.3.8.4 Tools, Equipment, Supplies and Materials

- Fully equipped simulated operations training office
- Tablets
- Smart phones
- Laptops
- Lucid charts

13.3.8.5 References



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- E.W, E. (1991). The enlightened eye:qualitative inquiry and the enhancement of educational practice. toronto: Colliner macmillan canada.
- Hong, Y. (1998). Preventive Process for Human Error Through Maintenance Document Analysis. SAE Transactions, 107, 1328-1332. doi:10.2307/44735864
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CHAPTER 14: COORDINATION OF REHABILITATION PROGRAMMES

14.1 Introduction of the Unit of Learning/Unit of Competency

Coordination of rehabilitation programmes is a unit of competency offered in TVET level 6 Social Work and Community development course qualification. This unit describes the competencies required to coordinate rehabilitation programs. It involves establishing social economic maladjustment causes, types and social economic impacts, creating family and societal linkages/ referrals, assessing client's needs, carrying out client rehabilitation plan. It also includes integrating client to the society, monitoring client's progress and home environment and evaluating client rehabilitation activities and follow up. The significance of coordination of rehabilitation programmes in TVET level 6 Social Work and Community Development curriculum is to equip learners with knowledge and skills to establish social economic maladjustment causes, types and social economic impacts, create family and society linkages/referrals, assess clients' needs, nutrition and food supply, basic counselling and psychology so as to relate well in the workplace.

The critical aspects of this unit of competency include demonstrated ability to institutionalize resource mobilization, prepositioning, identify funding gaps and opportunities, pitch for funding. The basic resources required include a functional office and fully equipped simulated operations training office.

The unit of competency covers eight learning outcomes. Each of the learning outcome presents; learning activities that covers performance criteria statements, thus creating trainee's an opportunity to demonstrate competencies stipulated in the occupational standards and content in curriculum. Information sheet provides; definition of key terms, content and illustration to guide in training. The competency may be assessed through written test, demonstration, practical assignment, interview/oral questioning and case study. Self assessment is provided at the end of each learning outcome. Holistic assessment with other units relevant to the industry sector workplace and job role is recommended.

14.2 Performance Standard

Establish social economic maladjustment causes, create family and society linkages, assess clients' needs, carry out client rehabilitation plan, integrate client to the society, Monitor client's progress and home environment, evaluate client rehabilitation activities and follow up.

14.3 Learning Outcomes

14.3.1 List of Learning Outcomes

- a) Establish social economic maladjustment causes, types and social economic impacts
- b) Create family and society linkages/referrals
- c) Assess clients' needs
- d) Carry out client rehabilitation plan
- e) Integrate client to the society
- f) Monitor client's progress and home environment
- g) Evaluate client rehabilitation activities
- h) Follow up

14.3.2 Learning Outcome No 1: Establish social economic maladjustment causes, types and social economic impacts

14.3.2.1 Learning Activities

Learning Outcome No 1: Establish social economic maladjustment causes, types and social economic impacts	
 Learning Activities	Special Instructions
1.1 Identify problem done as per SOPs 1.2 Formulate objectives of the study as per organization policy 1.3 Prepare data collection tools per SOPs 1.4 Identify sample group based on the objective of the study 1.5 Administer data collection tools as per SOPs 1.6 Establish methodology based on the tools 1.7 Collect data based on methodology 1.8 Prepare report as per SOPs 1.9 Share report as per organization policy	Case study Group discussion Classroom lectures

14.3.2.2 Information Sheet No14/LO1: Establish social economic maladjustment causes, types and social economic impacts



Introduction

This learning outcome covers: Models of disability, types of rehabilitation, identification of existing social economic maladjustments in the community, formulation of study problem and objectives, preparation of data collection tools, selection of the study sample, administration of the tools, data analysis and report writing and dissemination of the report to relevant stake holders.

Definition of key terms

Sample group: It is a representation of a larger population. It is a subset of a population in a research study.

Rehabilitation: Refers to treatment designed or developed to facilitate the process of recovery from injury, impairment or illness to as normal a condition as possible.

Maladjustment causes: Refers to reasons resulting to an inability to respond to one's environment

Content/Procedures/Methods/Illustrations

1.1 Problem identification is done as per SOPs

How to identify the problem?

- **Identify the root cause of the problem:** This involves collecting information from existing research and the relevant stakeholders.
- **Develop the problem statement:** This involves describing how the problem occurs, how serious it is and its impacts and outcomes.

Identification of problems done as per SOPs

The problems can be identified through checking the behavioural changes in an individual. The changes are mostly behavioural changes they include:

- **Isolation:** This is where one secludes themselves from others
- **Extreme Aggressiveness:** One can be aggressive to others over nothing.
- **Paranoia:** One can suddenly change and be paranoid over normal issues.
- **Delusions:** One can start seeing things that are not there
- **Anxious:** One can get extremely anxious over nothing.
- **Self-conscious and shyness.**

1.2 Objectives of the study are formulated as per organization policy

Objectives in maladjustments treatment are based on the possible interventions and solutions to tackle the problem identified. For example, a family caused maladjustment is a problem that results to a medical model of disability whose treatment requires occupational type of rehabilitation therapy. Objectives to be formulated for this study will be based on the maladjustment cause and solution.

Characteristics of the objectives

- **Clear:** Clarity, especially in wording is essential as the objectives must be well defined since they help in several decisions made.
- **Complete:** Must be full in order to offer the exact extent of the study from the objectives.
- **Specific:** They should offer focus of the study filling all loopholes.
- **Identify direction of the relationship:** Study hypothesis must be factored defining the direction of testing the variables.
- **Identify the main variables:** Variables are measurable concepts that have an impact on the study.

Steps involved in objective formulation

- i. Literature review to history of works done on the study or related studies.
- ii. Investigate perceptions and attitudes towards the study
- iii. Identify any alterations or improvements required

Examples of models of disability

a) Medical model of disability

This model considers disability as a disease. It is considered a medical or biomedical problem. It is sometimes referred to as the personal tragedy model as it describes disability in a negative way. Here, the persons with the disability is treated as a patient or learner who is being helped by trained professionals such as doctors. The modes of intervention used include;

- Cure
- Rehabilitation
- Amelioration of the condition to the greatest extent possible

The interventions are termed as treatments.

b) Social model of disability

This model considers disability as a socially constructed phenomenon. It is also referred to as the minority model. The society is guilty of causing impairments to the people, hence interventions must be directed at societal change rather than change by the individual. In its intervention or solutions, the following are adhered to;

- No one aspect is treated in isolation
- The individual, with help from others, should assume control of their own lives.
- Those who seek to help (experts, professionals) must commit to promote such control to the disabled.

Other examples of model of disability include;

- Identity model of disability
- Religious model
- Human rights model
- Intellectual model
- Charity model
- Limits model
- Cultural model

Rehabilitation is a process put in place to aid an individual or person who has suffered an illness or injury or impairment restore lost skills or health in order to regain maximum self-sufficiency. Its purpose is to restore some if not all of the individual's normal capabilities, be it mental or physical, lost due to injury, impairment or illness

Types of rehabilitation therapy

- **Physical therapy:** Used to relieve or reduce pain or improve movement and functioning. Done by therapist who assesses mobility, balance, heartbeat and posture.
- **Occupational therapy:** Aimed in assisting individuals with specialized disabilities participate in everyday and routine activities. Its goal is to aid

individuals participate and do tasks they want or need to live independently in a satisfactory lifestyle.

- **Speech therapy:** Helps individual correct speech disorder or to restore their speech. It treats a wide variety of disorders/issues involving communication, voice, language and swallowing.

1.3 Data collection tools are prepared as per SOPs

In maladjustment cases one can use different methods to collect data. They can be one on one interview, questionnaires, family conferencing, observation, group discussion among others.

Preparation of data collection tools

Questionnaires

A questionnaire should;

- Be brief
- Consider the question type
- Have straight forward questions
- Consider a target group
- Know if they need open ended questions or closed questions

Group discussion

- One has to be up to date on the latest information
- Know the environment of the group discussion
- Have notes on previous discussions
- Identify target group
- Ensure the participants are aware of what they are to discuss

Family conferencing

Family conferencing involves the process of bringing family members together mostly nuclear family so as to address the issues at hand. In this, one needs to;

- Alert the family that they are to have a session
- Let them know on what they are to discuss why and the importance
- Know the conducive environment the meeting will take place

Data collection tools refer to instruments used to collect data. Data collection tools lifecycle involves:

- Create
- Collect
- Study
- Act

Characteristics of proper data collection tools

- **Purposeful:** Must be able to collect data in line with the objectives.
- **Feasible:** What assures that the outcome can attain expected results?
- **Attainable:** Can it be acquired in relation to available resources?
- **Measurable:** Can it be measured both qualitatively and quantitatively?

1.4 Sample group is identified based on the objective of the study

A sample group is a subset of a population. It is a representation of a largest group of the target audience outlined in the objectives of the study. A sample group is actually the group of people who take part/participate in the data collection of the study. They also include the people who were to participate in the study but did not. The process involved in coming up with a sample based on the objectives is known as sampling. There are many factors to consider when choosing a sample. The first characteristics that are common are gender, age, income level and education level. All four of these factors must be proportional to that of the population been studied. Geographical location is also vital as the sample must be from the immediate geographical area. This not only helps in gaining appropriate data, but promotes convenience and cost reduction while carrying out the study. Another characteristic is the sample size. It must be manageable as you do not want too many people as it will increase the margin of error to too high.

1.5 Data collection tools are administered as per SOPs

Administration of data collection tools requires special skills and experience. They are used by researchers to form both qualitative and quantitative analysis. These tools also help in decision making on the study. Poor administration of the designed data collection tools can lead to generation of false data and conclusion thus the whole study is flawed and inconvenience as per the standard operating procedures.

Importance of data collection

- Research integrity
- Decision making
- Saving on cost and time
- Reduces likelihood of errors
- Supports need for a new idea, innovation and change

Examples of data collection tools include;

- **Interviews:** Can be structured, semi-structured or unstructured. Tools used include audio recorders, cameras, and camcorders
- **Questionnaire:** They contain questions which are both open and closed ended questions. The tool is a paper questionnaire.
- **Reporting:** It is a process of gathering and submitting data for further analysis. Tools used include: articles, journals, newspaper and previous records.
- **Observation:** It is a key in formulating a hypothesis. Tools used include: checklists, camcorders and cameras.

1.6 Methodology is established based on the tools

Methodology depends on the following factors;

- Source of data
- Resources available
- Variables to be measured
- Type of data to be collected
- Time allocated for data collection
- The study objectives

Examples of data collection methods include;

- Close-ended surveys
- Online quizzes
- Questionnaire
- Interviews
- Focus groups
- Observation combination research
- Existing data

1.7 Data is collected based on methodology

Importance of data collection

- Maintaining research integrity
- Quality information is gathered
- Problem solving
- Decision making
- Analysing and insights

Data collection is the process of gathering and measuring information on established variables in a system, enabling answering of relevant questions and evaluating possible outcomes.

Integrity of data is secured in;

- **Quality Assurance:** Refers to all the activities carried out before the data collection such as planning.
- **Quality control:** Refers to all activities undertaken during and after data collection such as implementation and monitoring.

Factors to consider in data collection

- Accuracy
- Validity
- Reliability
- Cost
- Time
- Utility

1.8 Report is prepared as per SOPs

A report is a document containing information in an organized format for a specific purpose and audience.

Importance of a report

- Dissemination of research finding.
- Documentation recording
- Decision making

How to write a report

- i. Decide on terms of reference
- ii. Decide on procedure
- iii. Finding information
- iv. Deciding on the structure
- v. Drafting the first part
- vi. Analyse finding and draw conclusions
- vii. Make recommendations
- viii. Draft executive summary and table of contents
- ix. Compile a reference list
- x. Revise the report

1.9 Report is shared as per organization policy

Report sharing is known as dissemination. Dissemination can be defined as the process of sharing research/study findings with the stakeholders and wider audiences.

Importance of report sharing

- Involving the target audience
- Providing research feedback
- Fulfilling ethical duties
- Satisfying sponsors/donors requirements
- Providing information for other researches

Methods of report sharing

- Publishing the report
- Presenting at conferences or meetings
- Presenting it to the stakeholders
- Creating and distributing toolkits of training materials
- Social media or organization's website
- Publishing in the newspaper
- Issuing a press release

Conclusion

This learning outcome covered: Models of disability, types of rehabilitation, identification of existing social economic maladjustments in the community, formulation of study problem and objectives, preparation of data collection tools, selection of the study sample, administration of the tools, data analysis and report writing and dissemination of the report to relevant stake holders.

Further Reading



Read more on:

Maladjustment causes and models of disability from Khanfer and Halt-Lumstand (2013) Maladaptive/Maladjustment encyclopaedia of behaviour medicine.

14.3.2.3 Self-Assessment



Written Assessment

1. Which of the following is not a mode of disability?
 - a) Cultural
 - b) Social
 - c) Medical
 - d) Personnel
2. Which is a characteristic of a sample?
 - a) Geographical location
 - b) Clear
 - c) Attainable
 - d) Feasible

3. _____ is not a division of maladjustments?
 - a) Extrinsic
 - b) Intrinsic
 - c) Specific
4. Characteristics of a maladjustment individual include the following, except?
 - a) Anxious
 - b) Isolation
 - c) Delusional
 - d) Feasible
5. Problem identification is done in order to understand the underlying root causes?
 - a) True
 - b) False
 - c) Maybe
 - d) Don't know
6. Causes of maladjustment include the following except?
 - a) Family
 - b) Personal
 - c) School-related
 - d) Cultural
7. Which of the following is a characteristic of proper data collection tools?
 - a) Purposeful
 - b) Clear
 - c) Specific
 - d) Complete
8. Suggest causes of maladjustment and propose possible interventions.
9. Outline the characteristics of objectives of a study.
10. Enumerate the different types of rehabilitation therapy.
11. Categorise the different models of disability.
12. Examine the two divisions of maladjustments.

Oral Assessment

1. What is a sample group?
2. Using relevant examples, briefly explain what maladjustment causes are.

Project Assessment

From your community, establish a maladjustment cause and carry out a research study on its social economic impacts using the objectives you have formulated.

14.3.2.4 Tools, Equipment, Supplies and Materials

- Video cameras and recorders
- Computer
- SD cards and card readers
- Reference materials

14.3.2.5 References



- Aylward, M., Cohen, D. and Sawney P. (2013) Support, Rehabilitation and Interventions in restoring fitness for work Oxford: Oxford University
- Khanfer R. and Halt-Lumstand J. (2013) Maladaptive/Maladjustment encyclopedia of behavior medicine, New York: Springer
- Llewellyn A. and Hogan K. (2000) the use and abuse of models of disability, Disability and Society

14.3.3 Learning Outcome No 2: Create family and society linkages/referrals

14.3.3.1 Learning Activities

Learning Outcome No 2: Create family and society linkages/referrals		
	Learning Activities	Special Instructions
	2.1 Map stakeholders as per organization policy 2.2 Prepare stakeholder directory as per organization policy 2.3 Carry out stakeholder's mobilization as per organization policy 2.4 Conduct Joint action planning and review meetings as per organization policy 2.5 Do validation of reports findings as per organization policy 2.6 Disseminate report as per organization policy	Oral assessment Written assessment Project assessment

14.3.3.2 Information Sheet No14/LO2: Create family and society linkages or referrals



Introduction

This learning outcome covers: Importance of rehabilitation linkages and partnerships, mapping of relevant stakeholders, preparation of stakeholder's directory, stakeholder mobilization, joint action planning and review meeting, validation of study report by stakeholders and dissemination of the reports to community members and other partners.

Definition of key terms

Stakeholder: It is a person, group or organization who has a direct or indirect interest in the goals or objectives and implementation of program/ intervention and/or its evaluation

Validation: It is the process of proving that something is legally valid or acceptable

Stakeholder's mapping: It is the process of discovering the key stakeholders relating to a project or an entity.

Stakeholder directory: It a document that contains a list of external and internal stakeholders

Stakeholder mobilization: It is the process of getting stakeholders interested and aware of the concept of participation and all that it involves

Content/Procedures/Methods/Illustrations

2.1 Stakeholders mapping is carried out as per organization policy

Stakeholder mapping is the act of discovering the key stakeholders relating to a project or an organization. The process entails identifying all individuals, groups or entity that have direct or indirect interest in the project/ entity outcome. Once all potential stakeholders are identified, mapping is done. They are categorized according to different levels of engagement. Stakeholder mapping is done according to the following two levels;

The level of interest: By influence it means stakeholders have power of setting and modifying project requirements.

The level of influence: By interests it means that stakeholders are affected by the project outcome but they do not have any power to influence the project requirements. You should focus on satisfying expectations of the stakeholder who has a high level of influence relating to the task at hand. Stakeholders who have high level of influence should be kept informed of the project status.

An action plan is created on how to engage with stakeholders once you are done with mapping.

Stakeholder map

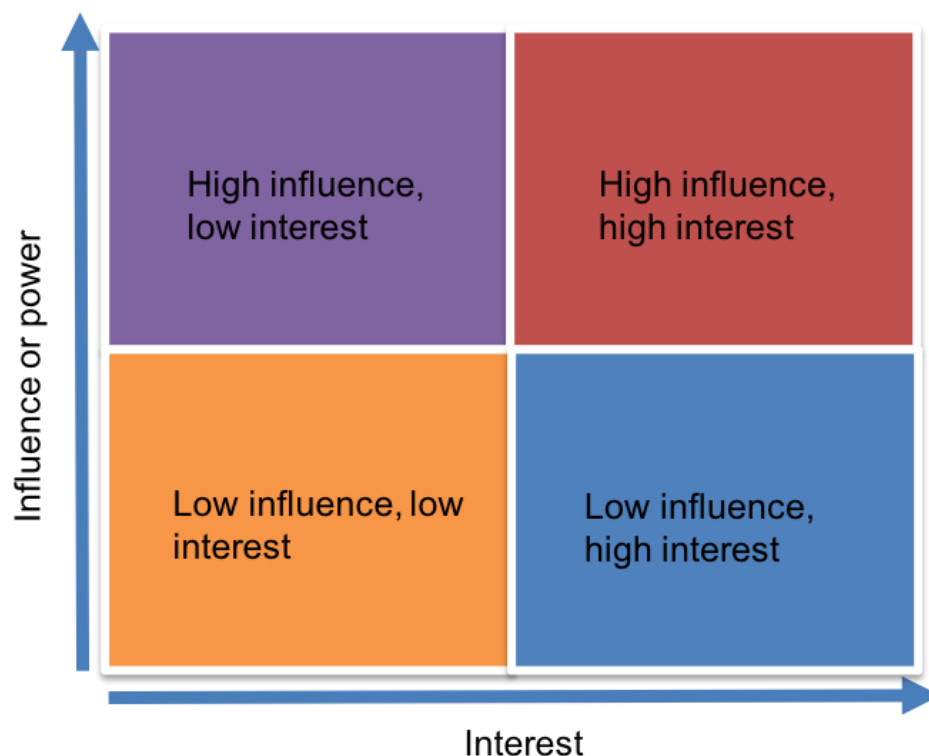


Figure 20: Stakeholder map
Source: heatproject.eu

Importance of stakeholder mapping

- It helps in better managing of all stakeholders' expectations, since the project involves a large number of stakeholders
- It helps in getting invaluable insight from the key stakeholders. The insight that the stakeholders will share regarding the project will prove invaluable in successful project results.
- Actively engaging with the stakeholders will result in increased perception of success. This is because stakeholders whose expectations are micro-managed through stakeholder mapping are far likely to perceive the project a success.

Categories of stakeholders

Here are a few categories of stakeholders you might have;

- **External:** They comprise of main client team, their managers and their division director
- **Internal:** These are your agency top leadership who all want to see the project run effectively and profitably e.g. traffic manager, accounting department and executive team members.
- **Internal/ project team:** This is the team at your devoted to working on this project and they have necessary skills to contribute to the project's success e.g. account director, program manager, developer among others
- **Others:** These may or may not include the developer community, tech evangelists and perhaps even end users who have been waiting for this software update and will likely use it.

2.2 Stakeholder directory is prepared as per organization policy

A stakeholder directory is a document that contains a list of external and internal stakeholders. It includes their names, addresses their interest among other key information.

Steps in preparing stakeholder directory

- a) Identify your stakeholder's key information: These may include names, contact information, designation and company's name.
- b) Understand your stakeholder's expectations, interest, impact and requirements.
- c) Prioritize your stakeholders: Which stakeholders are critical for the entire project and which one are more active for specific phases.
- d) Understand how often your stakeholders require communication and what the preferred method of communication is. For example, via email, phone call or letter.
- e) Identifying the type of communication required for each stakeholder e.g. verbal, visual, non-verbal, and written.
- f) Get to know the reporting relationship between stakeholders.

- g) The above steps are addressed using stakeholder's analysis process. Stakeholder's analysis is an exercise in which stakeholders are identified, listed and assessed in terms of their interest in the project and importance for its success and further dissemination.
- h) The power/interest grid and influence/impact grid are useful during stakeholder analysis.

Table 21: A template of stakeholder directory

PROJECT NAME					DATE			
PROJECT PHASE								
Name of stakeholder	designation	Department	Role in project	Type of stakeholder	Type of communication	expectations	interest	Influence on the project

Importance of stakeholder directory

- It helps in building stronger positive relationships between you and external stakeholders
- It helps in establishing external communication and engagement efficiencies
- It helps in achieving consistent internal understanding of stakeholders and their opinions
- To achieve and make accessible documents that provide situational awareness of encroachment issues and management efforts
- In summary stakeholder directory offers a single, comprehensive source of information about external stakeholders and will contain public information

2.3 Stakeholders' mobilization is carried out as per organization policy

Steps to identify and mobilize stakeholders

- Determine whose views need to be taken into account, who can contribute to the assignment and who needs to know its outcomes.
- Identify individual stakeholders to engage through workshops seminars and detailed follow-on meetings among various groups such as government department, ministries and agencies related to the task at hand, private companies, organizations, experts and NGOs. The meetings or workshops can engage quite a large of people.
- Ensure that the stakeholders engaged include high level decision makers and technical experts.

- iv. Hold telephone conferences or exchange emails with key stakeholders so that: you.
- v. Introduce the assignment and its objectives.
- vi. Discuss the follow on meeting and workshops and their objectives.
- vii. Gain their commitment to being involved.
- viii. Ask for their views on what the workshops should cover
- ix. Identify the risks and adaptation.
- x. Select workshop speakers and brief them on their roles.
- xi. Prepare and send out invitations, agencies and briefing papers.

2.4 Joint action planning and review meetings are conducted as per organization policy

Joint action plan is an operation defined and managed in relation to the outputs and the results which it will achieve. It is made up of a group of projects, not consisting in the provision of infrastructure, carried out under the responsibility of the beneficiary, as part of an operational program or programs. The outputs and the results of a joint action plan shall be agreed between internal and external stakeholders and shall contribute to specific objectives of the operational programs and form the basis of short from the funds.

How to prepare a joint action plan

The stakeholders, both internal and external may submit a proposal for a joint action plan at the same time as or subsequent to the submission of the operational programs concerned. A joint action plan shall cover art of the period of several years. The outputs and the results of a joint plan shall give rise to reimbursement only if attained after the date of the decision of approval of the joint action plan and before the end of the implementation period defined.

Content of the joint action plan

The joint action plan shall contain;

- An analysis of the development needs and objectives, justifying the joint action plan taking into account the objectives of the operational programs and where applicable the stakeholder specific recommendations.
- The framework describing the relationship between the general and specific objectives of the joint action plan, the milestones and the targets for output and results, and the projects or types of projects envisaged.
- The common and specific indicator used to monitor outputs and results, where relevant by priority axis.
- Information on the geographic coverage and target groups of the joint action plan.
- The expected implementation period of the joint action plan.
- An analysis of the effects of the joint action plan on the promotion of equality between men and women and the prevention of discrimination.

- An analysis of the effects of the joint action plan on the promotion of sustainable development where appropriate.

The implementing provisions for the joint action plan includes the following;

- The designation of the beneficiary responsible for the implementation of the joint action plan, providing guarantees of its competence in the domain concerned as well as its discriminative and financial management capacity.
- The arrangements for steering the joint action plan.
- The arrangements for monitoring and evaluating the joint action plan including arrangements the quality, collection and storage of data on the achievement of milestones, outputs and results.

The financial arrangements of the joint action plan that includes;

- The cost of achieving milestones, outputs and result targets.
- An indicative schedule of payments to the beneficiary linked to the milestones and targets.

2.5 Validation of report findings is done as per organization policy

Validation of report finding is the process of checking the accuracy of something and declaring it legally valid.

Factors to consider when validating the report findings

- **Accuracy:** Report findings are considered accurate or valid if they measure what they were intended to measure and minimize errors.
- **Reliability:** Report findings generated based on consistent application of standardized protocols and procedures.
- **Precision:** Report findings should have been collected with sufficient detail to accurately reflect group or subgroup characteristics.
- **Completeness:** Should be that that represents the complete domain eligible persons or events.
- **Sensitivity:** The portion of cases detected by the system.
- **Timeliness:** Report findings should be u to date, should be generated without much delay and should be available when needed.
- **Integrity:** Report should have integrity when the systems used to generate them are protected from deliberate bias and manipulation.
- **Confidentiality:** Report findings should be that that clients are assured that their personal information will not be disclosed inappropriately and that the findings in hard copy and electronic form are treated with appropriate levels of security.

Steps in validation of reports findings

- i. Use your interpersonal skills to partner with subject matter experts to ensure validation and accuracy of information.
- ii. Partner with stakeholders to ensure all requirements for the information is relevant and is approved by management.
- iii. Apply your time management skills to make sure all requests were met and that all collected information is organized and ready for dissemination.
- iv. Develop procedures and processes to make sure all information will be validated and finally distributed verbally or manuals or presentations.
- v. Apply your knowledge management skills and experience to ensure that all information is appropriately authorized and accurate.
- vi. Track outcomes of validated findings. Conduct assessment, analysis, evaluation and surveys to make sure that all crucial information is precise, accurate and distributed.
- vii. Remain on top of all developments, changes, updates etc. by monitoring and evaluating all tasks involving the specific information. Assist those that need help in either finding more specific data or in organizing and presenting the information.

The importance report findings validation

- Findings validation is vital to ensure the findings are clear correct and useful. This gives you the confidence with the results.
- Validation is crucial as it gives you something that you can trust and use to make informed decisions and decisive actions.

Validation team members and roles

Validation team is the team that is responsible for carrying out verification of report findings. The following are their roles and responsibilities;

- The validation lead is responsible for managing and coordinating the validation effort to provide continuity and consistency across all projects.
- The technical lead/subject matter expert is responsible for documenting and reporting on technical demonstration and for providing technical advice and input on all aspects of the technical validation
- The process engineer and techno-economics lead is responsible for reviewing the process design and economic calculations as well as documenting and reporting techno-economic observations and results.

Table 16: Validation report template

Types of support		
Area/location	1 st round collection	2 nd round collection
ABC	Fully supported	No objection

2.6 Report is disseminated as per organization policy

Dissemination is the process of sharing research findings with stakeholders and wider audience

Dissemination planning

Lanning is done to ensure that the report findings will be used. Dissemination plan should be developed that explains the outcomes of the report will be shared with stakeholders, relevant institutions, organizations and individuals. Dissemination plan address the following;

- Why - the purpose of dissemination
- What - the message of dissemination
- To whom - the audience
- How - the method
- When - the timing

Dissemination plan should be planned in consultation with the project partners and approved by the project management committee.

Key elements of a dissemination plan

A dissemination plan must address the purpose of the outreach, the audience of the outreach, the message or messages to be shared, the methods for sharing the messages, the timing for the outreach and the process for evaluating the success of the dissemination effort.

Purpose

All dissemination should have a purpose and should support or inform project development in some way. The following might be the reasons for dissemination

- Creating awareness to others
- Educating the community
- Engaging the community
- Promoting outputs and results

Audience identification

Defining your audience think of who are they, beneficiaries, implementers, policy makers and donors. Each may need to be approached differently and may need different ways of presenting information

Message

Define the key message. The message should be clear simple and easy to understand. Use the right language for effective communication since different audiences may require different language

Methods of dissemination

There are a variety of ways of sharing the developed message. Choose the right method to get your message to the target audience and achieve the purpose. Newsletter, program material (flyers, DVDs, pamphlets) and press release can create awareness about the findings. Reports, journal articles and internet can transmit information about the findings. Conferences presentations, meetings and websites are ways to promote the findings and outcomes. Summarizing findings

In-progress reports for funders

Timing: Decide when different dissemination activities will be most relevant. The ideal timing will depend on the progress of the research as well as on the agenda of the audience targeted.

Evaluation of the dissemination: To determine if a dissemination strategy was well chosen and executed, build an evaluation component into dissemination activities to see if they have achieved their aims e.g.

- Measure the success of a website by checking the usage logs
- Evaluate training sessions by asking participants to complete an evaluation questionnaire and evaluate publications by the number of citations

Conclusion

This learning outcome covered; importance of rehabilitation linkages and partnerships, mapping of relevant stakeholders, preparation of stakeholders' directory, stakeholder mobilization, joint action planning and review meeting, validation of study report by stakeholders, dissemination of the reports to community members and other partners.

Further Reading



Read more on stakeholder management approach and tools from Reed, & Curzon (2015). Stakeholder mapping for the governance of biosecurity.

14.3.3.3 Self-Assessment



Written Assessment

1. What should organizations seek to do with stakeholders who have high interest and high owner?
 - a) Invest maximum effort
 - b) Keep satisfied
 - c) Invest minimal effort
 - d) Keep informed
2. Which one of the following attributes do dependent stakeholders possess?
 - a) Urgency
 - b) Power, urgency and legitimacy
 - c) Legitimacy and urgency
 - d) Power and urgency
3. _____ is a characteristic of a key layer stakeholder.
 - a) Low interest and low power
 - b) Medium interest and medium power
 - c) High interest and low power
 - d) High interest and high power
4. What are the dimensions measured on a stakeholder grid?
 - a) Access and availability
 - b) Expertise and influence
 - c) Interest and power
 - d) Motive and opportunity
5. You are engaged in the gathering information from stakeholders regarding whose interest should be taken into account throughout the project. This is called _____.
 - a) Identify stakeholders
 - b) Stakeholder analysis
 - c) Expert judgment
 - d) Plan stakeholder management

6. The three I's of stakeholders are _____.
 - a) Independence, influence and inquiry
 - b) Importance, inquiry and influence
 - c) Interest, influence and importance
 - d) Influence, inquiry and importance
7. A stakeholder is _____.
 - a) Anyone who is involved in the project
 - b) Anyone positively or negatively impacted by the project
 - c) Anyone who can influence the direction of the project
 - d) Anyone who can impact/ be impacted positively or negatively by the project
8. Elaborate on the term stakeholder directory.
9. Discuss the 3 main purpose of stakeholder analysis.
10. Explore the different elements of joint action plan.
11. Outline 5 factors to consider when validating report findings.
12. Demonstrate a variety of ways of disseminating a research project.

Oral Assessment

1. What are the importance of joint action planning and review meetings?
2. What does the term stakeholder mobilization mean.
3. Explore various ways of mobilizing the stakeholder.

Project Assessment

Using independent variables of your choice, write a research/project on how an organization should deal with its internal and external stakeholders who are associated with determining the projects objectives and uncertainty issues.

14.3.3.4 Tools, Equipment, Supplies and Materials

- Functional office
- Fully equipped simulated operations training office
- Tablets
- Smart phones
- SD cards and card readers

14.3.3.5 References



- Ioannidis, JPA (2005) why most published research findings are false, Plos Med.
- Morse, J.M. Barrett, M.Mayan, M, Olso,K. and Spiers, J.(2002) Verification strategies for establishing Reliability and Validity in Qualitative Research .International Journal of Qualitative methods.
- Reed, M. S. & Curzon R. (2015). Stakeholder mapping for the governance of biosecurity. A literature review

14.3.4 Learning Outcome No 3: Assess clients' needs

14.3.4.1 Learning Activities

Learning Outcome No 3: Assess clients' needs		
 Learning Activities	Special Instructions	
3.1 Do formulation of assessment tools for various categories of maladjustment issues (offenders, alcoholism) as per SOPs 3.2 Carry out assessment plan as per organization policy 3.3 Analyze needs based on the assessment 3.4 Prepare executive reports as per SOPs 3.5 Share report as per organization policy	Seminars Case study Group discussion Meetings Training Field work	

14.3.4.2 Information Sheet No14/LO3: Assess clients' needs



Introduction

This learning outcome covers: Formulation of needs assessment tools for various categories of maladjustment issues, administration of the assessment tools, analysis of client's needs based on the assessment, report on client's needs and dissemination of the report to relevant stakeholders.

Definition of key terms

Executive reports: It is the summary of the long reports written after an assessment has been done on a client, that seeks to give a clear picture of the whole assessment report to the target audience without them going through the entire assessment report in case of needs assessment report. It gives just a short synopsis of the whole detailed assessment form.

Assessment: This is the report written by a social work in this case after evaluating the client depending on the client's needs that are to be evaluated.

Maladjustment issues: Inability to react successfully and satisfactory to the demands of one's environment. It can refer to a wide range of social, biological and psychological conditions.

3.1 Formulation of assessment tools for various categories of maladjustment issues is done as per SOPs

Needs assessment can be defined as the detailed procedures of determining and addressing needs or wants of a client evaluating the needs in order to identify the differences between the current situation of a client need and the desired conditions that is the conditions expected to be achieved in a normal set-up of individuals in a society. In the end the student should be able to clearly understand the meaning of needs assessment and how it relates in a practical set-up of in a society. Rodger Kaufman defines a need as a 'gap in results' the student is to read on works of different scholars like Rodgers Kaufman on definitions of need assessment.

Procedure for the formulation of the assessment tools

- i. Planning:** Entails determining the need for the particular tools by considering how the learners will demonstrate the task, what they need and if they have the ability to undertake the task to undertake the task to be assessed by the tools. The step includes components like element performance criteria, performance evidence, knowledge evidence and the conditions of the assessment.
- ii. Designing and development:** It is the composition of components to ensure that tool formulation is successful, where it includes assessment of context and conditions, tasks into be measured, evidences from the task and the requirements of the recording and reporting.
- iii. Quantity checks:** this is the final step where the tool is assessed of the standards of quality and ability to access what it is purported to access. It is checked of clarity, accuracy, relevance and appropriateness.

Need assessment tools can be defined as the standard procedures used by an assessor to be able to realize the gap missing in the clients' life. Examples of needs assessment tools used in assessing needs of a client include;

- **Observation:** This is the close monitoring of a client without direct contact is done by the assessor without he or she not coming into close contact with the client usually done at a distance.
- **Personal interviews:** This is when a client is interviewed by the assessor. Can be oral or written, using open-ended or close-ended questions depending on what the objective of the interview is in the end.
- **Focus groups:** This is a small group that is diverse in nature and can be studied and analysed in order to assess the gaps present in case of needs assessment.
- **Survey:** This is putting a bunch of people together for the purpose of gathering information either from them or the community.
- Uses questionnaires, either open or closed ended questions. They are given to the target audience.

Factors to consider in formulation of needs assessment tools

The target audience or client that is to be assessed will determine the needs assessment tool that will be used. The maladjustment issue in question should determine the type of needs assessment tool used example is when the maladjustment issue is alcoholism in a particular village one can choose to use focus group as a need assessment tool. Resources present in facilitating the formation of needs assessment tool. Priorities of needs will affect the needs assessment tool formulated.

Steps that can be used conducting of needs assessment include;

- i. Planning to plan:** A great deal of plan should precede the needs assessment.
- ii. Goal derivation:** This is identifying the future desired outcomes.
- iii. Goal validation:** Done in order to construct instruments to rank orders of the needs.
- iv. Goal prioritization:** It is ranking and addressing the needs according to their importance. Selecting testing instruments depending on the need and the current state;
 - Current state
 - Collect data gathered
 - Develop a need statement
 - Publish gaps obtained in the assessment
- v. Goal translation:** Making sense of the needs statement derived after goal prioritization. Recommending solutions that can be used to address a given need based on the standard procedure of an organization. The student is required to look at different assessment tools used to address different maladjustment behaviour or issues in a real life case study.

Different needs assessment tools used in real life situation

Maladjustment behaviour or issues are the inability of an individual to adapt to a given set or type of environment successfully. Indicators of a societal wellbeing, which when followed makes sure that a society is sufficient and their welfares are catered for hence peoples well-being. The indicators according to Rodgers Kaufman;

- Absence of war/no terrorism
- Presence of shelter
- Absence of murder, rape or crimes of violence
- Absence of substance abuse
- Absence of disease in the society
- No pollution of the environment
- Lack of starvation/malnutrition
- Absence of child abuse
- Absence of partner/spouse/elder abuse
- Destructive behaviour i.e. slavery

Discrimination of any kind should not be experienced in the society. when the above but not limited to any kind is prevailing in the society that is when maladjustment issues set place in the society, that is why maladjustment issues are attributed to a wide variety of factors that can be the family environment, personal factors that come from within an individual or any other environment that an individual interacts with if ti has negative influence it can lead to maladjustment issues in the society. It is important for one to perform a needs assessment to a client to be able to identify the real cause of the maladjustment issues prevailing in an individual. When the assessor is able to identify the real cause of the maladjustment issue that prevents one from successfully adapting to his / her environment then he will be able to come up with the needed solution. Depending on the cause of the maladjustment issues that the client exhibits, it can be classified as:

- **Intrinsic mal-adjustment:** These are issues that lead to a gap in an individual that comes up from within an individual's experience. Can be their upbringing, the bond between the individuals, and their parents, etc. The intrinsic mal-adjustment are form within the inner circle or environment of an individual.
- **Extrinsic mal-adjustment:** This is when an individual fails to adopt successfully in the society judged from the societal norms and expectations and to a large extent the culture of a given society. It is from without the individual and the individual cannot control the environment.

Characteristics associated with mal-adjustment include;

- **Nervous behaviour:** Some habits exhibited by individuals may show maladjustment that includes habits like biting nails, fidgeting etc.
- **Emotional over reaction and deviation:** this is when an individual cannot control the way he or she reacts to emotions and feelings. They can be of extreme either exaggerated or complete withdrawal.
- **Emotional immaturity:** One is not able to control emotional control exhibited by an individual. Indecisiveness, low self-esteem, etc.
- **Antisocial behaviour:** These are actions that are not condoned by other people as normal and may be offensive.
- **Deviance**
- **Lack of emotional intelligence**
- **Recommendation:** Students should research and come up with other characteristics that depict maladjustment in the society through group discussions.

3.2 Assessment plan is carried out as per organization policy

This is a procedural structure that shows or rather list the steps to be followed when a needs assessment is being carried out it gives the flow of what follows what when carrying out assessment with the aim of ensuring on effective outcome is achieved and that there is no any overlap when it comes to conducting the assessment. The

assessment usually adopts different templates depending on the organization policy but it usually has some basic format that has to include the following, regardless of the template used by a given organization.

Procedure of how an assessment plan is carried out

- i. **Client outcome identification:** Clearly defines what the client needs as an outcome such that the process does not deviate from the actual.
- ii. **Selection of assessment method:** Scrutinizes all the methods and chooses on the most appropriate method for the measure of the client needs.
- iii. **Analyse results:** Determine whether the levels of expectation were met by comparing the parameter measured for the clients.
- iv. **Improve programs results:** Using the analysed results; put the necessary adjustments to improve further results for the assessment plan

Table 17: Table assessment template

Assessment plan template	
Programs	Date submitted
Program mission statements:	
Outcome	Which learning outcome will be assessed in this particular cycle
Method of assessment	Methods of evaluation and tools used
Measures/ levels of expectation	Discussion of tools used and the outcome
Assessment of results	What criterion is used for a desirable outcome?
Use of results for program improvement	Assess and evaluate the results obtained and make meaning

The above is just an example of template that can be used in constructing an assessment plan obtained from planning and effectiveness by Kanna Hudson. The assessment plan should include the following;

- The desired outcomes that are to be achieved after the need has been addressed.
- How the outcome can be assessed and when it is to be assessed.
- How to collect the data that shows a particular need or gap in the society due to maladjustment issues
- Tools that will be used to collect, analyse, summarize and report the results.

An assessment plan is considered effective if;

- A large number of the target audience views are captured during data collection.
- The result from the assessment of need leads to a solution that is acceptable and can be easily adopted by the target audience.

- The plan should be simple and is understood by the majority if not all of the desired target.

Kaufman developed an assessment model that one has to considering conducting quality needs assessment. First, one should determine the current result. Secondly, one should be able to clearly articulate the results, that is, what they attain at the end of the assessment and finally the distance between the result and the actual need. Recommendation:

- Students to conduct further reading on Kaufman model of needs assessment and understand all the information.
- Students should relate the model to real life situations and critic the strengths and weaknesses of Kaufman's model.

3.3 Needs are analysed based on the assessment

Needs are the gaps that prevent results; according to Kaufman. When it comes to analysing needs it is usually based on the assessment that a client has gone through. The needs assessment will act as the appropriate tool of analysing a particular need or gap that is present it. Analysing is a process of examining or studying of something in detail in order to discover more about it and in this case an in depth understanding of a particular need can be obtained based on the following factors;

- **Need identification:** Identify the need in the client through the assessment process the particular need is identified and with this the assessor is able to analyse his or her findings in order to make sure the exact need is identified and clearly understood.
- **Determination of analysis tools:** Proper and relevant tools will then be determined; on how to collect data or how the client will be able to open up and give more information. The data collected in the needs assessment is what is analysed to show the gaps in the result. It is important to identify the need and review all the insights that emerge from the data collection. There are factors that may result in a particular behaviour of a client due to using a particular assessment tool. To analyse the effects and strengths or weaknesses of using a particular tool of assessment and its effect on the client thereof.
- **Report formulation:** After the assessment there is usually a report written by the assessor that is analysed from the statement of assessment, the reviews, the comments of the assessor. In analysing the statement report one will come to understand the findings and the solutions that had been reached to solve a particular need. The report will show the result and in analysing it one will be able to not only understand how the assessment process was conducted but will also gain an in depth understanding of: the need of the client, the causes, why it occurred and factors that led to that need.

Importance of analysis of client's needs

- In analysing the report one will also know the particular mal-adjustment issue that led to a need in a client
- It will be possible to gauge the effectiveness of the assessment tools used, and to be able to see the strengths and weaknesses thereof and in case of weakness, how necessary improvements can be done and the necessary recommendations needed
- From the analysis of assessment report one will be able to structure out the best solution that can be used to address a certain need
- To be done in group discussions

3.4 Executive reports are prepared as per SOPs

Executive reports can be defined simply as a summary of the assessment reports. The executive report contains several deliverables that are essential in its formation. These include;

- Review of the literature: these are the literature used as a reference in coming up with the executive report.
- A summary of the evidence: review of the case studies and coming up with necessary interventions.

Procedure of executive report preparation

- i. Identify the mal-adjustment perspective to be reported- The perspective of reporting should be identified and researched on to get the data for preparing the report.
- ii. Decide on terms of reference-determine the exact words to be used in describing the mal- adjustment issue together with its disorders
- iii. Decide the reporting process- the tools, action plans and solutions for the mal-adjustment issue should be determined and the most appropriate be determined on.
- iv. Decide on the reporting structure- the standard structure should be identified and adopted for a better report preparation.
- v. Explanation of the necessary interventions- being a mal-adjustment issue the appropriate interventions to be put in place should be captured and explained in the report.
- vi. Explanation of the action plan- the mal- adjustment solution should be addressed by directing focus to the process and strategy to be undertaken in addressing the maladjustment.

Example of an executive report on an alcoholic depending on the standard procedure the report should cover the following;

- Research on the perspective of alcohol: overview of additions causes of the addiction, behavioural process that leads to addition. Relate how addiction to alcohol has created a need in a client that is being assessed.
- Identify and explain the disorders of alcohol and in so doing identify the steps or guidelines used in coming up with the alcoholic disorders.
- Create a plan of action on the problems of alcohol addiction and how the addiction can be solved by a client.
- Briefly explain the necessary interventions that an alcoholic client can use to address the need he/ she exhibits due to alcohol addiction.
- Implementation of the action plan on the part of the client will lead to addressing or solving the need that a client exhibits due to alcoholics.

Follow up process the report should capture the procedure on how the follow up process will be done by the client and the necessary steps that can be used to ensure that the action plan implemented is efficient and effective and that the interventions used by the client are working.

Depending on the standard operation of an organization or being adhered to by the accessory an executive report should be able to easily relay the information needed to be passed through an audience that is reading or receiving the executive report.

The executive summary is important because:

- It gives the summary in simpler terms of a given assessment conducted on a client
- It can be easily used and referred to by third parties, without any difficulties
- It reduces ambiguity that comes with reading long and different reports done on a client at any particular period of time
- Makes it easy for reference by third parties

The executive report however has some short comings that includes but not limited to: it may not have all the crucial information that is present in the needs assessment report of a given client.

Recommendation:

Students should:

- Identify a maladjustment issue in the society
- Research on other types of executive reports written for different clients that have been assessed

3.5 Report is shared as per organization policy

When doing reporting one should do it in a systematic procedure as shown below:

- Define the need being reported on.
- Explain to the audience the methods or tools of assessment used, the challenges faced and recommended ways in which the whole process can be improved.
- Explain the period of time to assessment has taken place.
- Depending on the sensitivity of the case one can read some part that is considered sensitive and should remain confidential.
- Depending on the organizations policy one can decide on the format or chronology to take while reporting.

Factors to consider when sharing a report

- The intended audience: this should be put into consideration when sharing a report.
- The prerequisites of the organization: the features and organization of the firm in which reporting is taking place.
- Room set up: this should be considered while sharing the report. These and not limited to the above can be considered while sharing a report.

Prerequisites of report sharing based on organization policies

- Firstly, I will consider the best medium I can use to report, be it print media, audio visual or personally reading a report in order to gain maximum clarity.
- Choose an appropriate time that does not overlap with any other activity to share the report. This ensures that there is maximum cooperation and concentration on the report being shared hence less discretion.
- Ensure the report is brief but detailed to precision. This makes it easy for audience to concentrate to the end.
- Make sure the report is made to be interesting and not boring, to be able to engage my audience.

Conclusion

This learning outcome covered: Formulation of needs assessment tools for various categories of maladjustment issues, administration of the assessment tools, analysis of client's needs based on the assessment, report on client's needs and dissemination of the report to relevant stakeholders.

Further Reading



Read on assessing client's needs from Scottish Alcohol needs assessment from Altschold and Kumar (2010). Needs Assessment: An Overview.

14.3.4.3 Self-Assessment



Written Assessment

1. Who is considered to be the father of need assessment?
 - a) Karl Max
 - b) Rodger Kaufman
 - c) Marx Weber
 - d) Robert Melton
2. The following two issues can lead to maladjustment in a child that is upbringing or the bond between a child and his / her mother is it
 - a) True
 - b) False
3. Which of the following is not a need assessment tool?
 - a) Observation
 - b) Interviews
 - c) Survey
 - d) Public speaking
4. Rodger Kaufman came up with a needs assessment model.
 - a) True
 - b) False
5. Who defined needs as a gaps in result?
 - a) Karl Max
 - b) Martin Weber
 - c) August Comte
 - d) Rodgers Kaufman
6. Identify which indicator does not lead to maladjustment issues.
 - a) Pollution of the environment
 - b) Discrimination according to race
 - c) Emotional intelligence presence in an individual
 - d) Spouse being abusive
7. Executive report is a synopsis or summary of assessment reports.
 - a) True
 - b) False

8. Using relevant examples, discuss the characteristics of maladjustment.
9. Investigate the factors that may lead to maladjustment issues on the society.
10. Use real life example to construct a sample of executive report.
11. Outline 5 tools of needs assessment.
12. Propose how to identify clients' needs based on assessment.

Project Assessment

Identify one type of need prevailing in your own society. Come up with a format of a need assessment, develop a need assessment tool and write a report based on the assessment conducted.

14.3.4.4 Tools, Equipment, Supplies and Materials

- Functional office
- Fully equipped simulated operations training office
- Tablets
- Smart phones
- SD cards and card readers

14.3.4.5 References



- Altschold, James W and David Devraj Kumar (2010). Needs Assessment: An Overview. Thousand OAKS Sage.
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14.3.5 Learning Outcome No 4: Carry out client rehabilitation plan

14.3.5.1 Learning Activities

Learning Outcome No 4: Carry out client rehabilitation plan		
 Learning Activities	Special Instructions	
4.1 Develop individual treatment plan based on the needs of the client 4.2 Do necessary referrals and linkages based on the needs of the client 4.3 Do client contracting based on the treatment plan 4.4 Allocate required resources based on the treatment plan 4.5 Implement Individual treatment plan based on the available resources and needs	Group discussion Lectures Field work	

14.3.5.2 Information Sheet No14/LO4: Carry out client rehabilitation plan



Introduction

This learning outcome covers: Development of an individual treatment plan, establishment of referrals and linkages based on client's needs, agreement of the treatment plan with the client/guardian, resource allocation for the treatment plan and implementation of the individual treatment plan.

Definition of key terms

Client contracting: This is the process of clearly defining the goals and issues of a client with the aim of identifying issues and achieving the intended goals.

Treatment plan: This is a well detailed program that aims at helping an individual through their journey to recovery and rehabilitation.

Content/Procedures/Methods/Illustrations

4.1 Individual treatment plan is developed based on the needs of the client

It is important to have an individual treatment plan to ensure good progress in the rehabilitation process. Even if two or more people have the same issues, each person has to have their own treatment plan. This is because people are different and they react differently to different situations. A treatment plan should always have: one's personal information, the diagnosis, treatment outline and the expected outcomes.

How to create a treatment plan

- i. Have a problem statement:** The problem statement should explain what it is that should be dealt with and how severe is the problem at hand. It should clearly state what kind of rehabilitation is the client seeking. If its addiction, it should clearly specify the addiction involved e.g. sex addiction or alcohol addiction.
- ii. Client expectations:** This is what the clients want to achieve by the end of the rehabilitation process. It entails the client's expectations. In these also, the professional dealing with the specific case should discuss with the client on the goals. They should discuss: if the goals are reasonable and attainable, does the client clearly understand the goals and finally, is the client ready to consider change and start rehabilitation.
- iii. Objectives:** This involves creating objectives that are to be obtained. It is important to use the SMART formula. The objectives should be specific, can they be measurable in terms of progress in attaining the goals set, are the objectives attainable or is the client willing to take steps towards objectives set, are the goals realistic and can the objectives be achieved in a specific period of time.
- iv. Interventions:** This entails the treatment plans that the professional is going to take so as to help the client deal with the issues they are having. They include: psycho social support, counselling support groups among others.
- v. General checklist:** This involves checking if the treatment is individualized to a specific client. It should incorporate the strengths of the person, culture, educational background, work history if any, lifestyle and social-economic status.

When treatment is individualized, it ensures maximum progress and attention of the client thus having good progress in the rehabilitation treatment.

4.2 Necessary referrals and linkages are done based on the needs of the client

Referrals of clients mean a client being transferred to a different institution with better facilities and professionals so that the client can get the best or required treatment. Linkages of clients refer to the process of joining the client with organizations or groups which will be helpful in the rehabilitation process.

Importance of referrals and linkages

- **Helps in the rehabilitation process:** The professional dealing with a client can link them to support groups. This will help the client in their rehabilitation process. Through support groups, clients know they are not dealing with an addiction problem alone and also, they get encouraged by other members in the support group.
- **Access better equipment and help:** A professional dealing with a client who needs rehabilitation can get a case which is a bit challenging to them. The professional can refer the client to another professional who can be able to deal with the same issue with ease. This ensures that the client receives the best professional help suited for him or her.

- **Deals with congestion:** Rehabilitation of a client takes time and different clients usually take different duration of time with the professional. Due to this, a professional is not able to see so many people at a specified time. Referrals can be made so that the client can undergo the rehabilitation process without having to wait for one specific professional to handle their case.

Factors to consider when referring or linking clients

- **Age:** It is very important to consider the age of a client before referrals or linkages. This is because people of different ages have different reasoning capacities. A sixty-year-old man cannot be put in the same group with a twenty-year-old man dealing with the same issue. Such a support group of diverse age difference will not be productive.
- **Sex:** In a case where a client is dealing with sex addiction, it is advisable to find a professional of the same sex. This is because the professional will easily be able to relate to the issues the client is talking about.
- **Accessibility:** It is always good to refer a client to a centre or a professional who is closest to the client. This is to ensure that the client can easily access help when needed.

4.3 Client contracting is done based on the treatment plan

A client contracting involves issues and plans to deal with the issues. The process of coming up with a client contracting involves;

- **Reflecting on issues:** This is where an issue is identified and the professional demonstrates to the client that they understand their point of view in the topic.
- **Reflecting hypothesis:** This is where the professional empathizes and communicates clearly on the understanding of the client's explanations.
- **Issue identification:** This is where a professional identifies issues that the client had not mentioned before. Through assessment issues can be identified that need addressing of the professional clarifying issues. This involves the process of a professional and the client discussing on the issues that need to be worked on.
- **Setting goals:** Goals should be set. The client and the professional should sit down and discuss so as to come up with goals to be achieved. The goals should be specific, realistic and they should set a timeframe.
- **Developing an action plan:** This is also referred to as a treatment plan. In creating a treatment plan, one should consider or know who is to do what, where it will be done and how it should be done so as to achieve the goals set.
- **Identify action steps:** Small action steps are set for the client in the process of aiding them to achieve their goals.
- **Plan of evaluation:** These are the measures that will be put in place so as to see if the client is progressing well or not.

- **Contract summary:** This involves compiling all the activities together. It involves the goals, plans set and tasks and how the client will progress in the same.

4.4 Allocate required resources based on the treatment plan

Depending on a given treatment plan that is when you can get to know the resource to use. Below are some of the resource plans and some of their allocations;

- a) **Health care provision as a resource:** When prescribing drugs for addicts the extent of addiction determines the drug one is to take. In case of a relapse, the social work can offer talk therapy to the client as a form of rehabilitation. Professionals are the only ones allowed to administer the drugs.
- b) **Service delivery techniques as a resource:** Depending on the treatment plan the following tactics can be used;
 - Professional counselling
 - Question and answer forum
 - Talk therapy
 - Support groups with individuals undergoing similar traumas
- c) **Educational provision as a resource:** Depending on the treatment plan i.e. a client who engages in lots of alcohol & hard drugs, probably they are idle and need something to keep them busy. Taking them to school can be a way of directing extra time into other useful things.

4.5 Individual treatment plan is implemented based on the available resources and needs

Social work should have a knowhow of the available resources, their use and sustainability. This is important for proper planning.

- a) Develop a plan of the objectives to be met for a desired end. The plan is important so that no confusion or deviation from what is to be done. By following laid down procedures, one is able to achieve the desired objective. When things are done systematically in small achievable bits the progress continues smoothly to the expected end.
- b) Review and evaluation of client: social works go through the process of review of what has already been done and evaluating whether the treatment plan is working or there is need for change or adjustments.
- c) Closure and exit plan: once everything is in order the social work can decide to exit the client with minimal supervision as long as the client is well.
- d) Follow up: social work does a follow up on clients to ensure that they are still well.

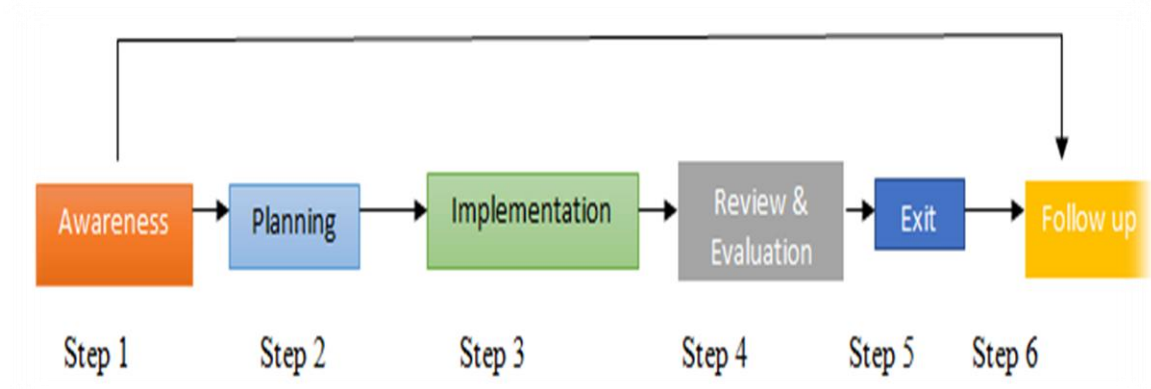


Figure 22: Implementation of treatment plan procedure

Conclusion

This learning outcome covered: Development of an individual treatment plan, establishment of referrals and linkages based on client's needs, agreement of the treatment plan with the client/guardian, resource allocation for the treatment plan and implementation of the individual treatment plan.

Further Reading



Read more on client rehabilitation plan from

1. Schooner & Gonsiorek (1988). Assessment and Development of Rehabilitation Plans for Counselors Who Have Sexually Exploited Their Clients.
2. Sutton (1985). The Need for Family Involvement in Client Rehabilitation.

14.3.5.3 Self-Assessment



Written Assessment

1. A treatment plan should have the following **EXCEPT**?
 - a) Diagnosis
 - b) Expected outcome
 - c) Plan B if A fails
 - d) Personal information
2. What does a general checklist contain?
 - a) Cultural background, educational background, working history, social or economic status
 - b) Intervention and working history and cultural background
 - c) Objective and social economic status
 - d) Work history, education, culture, poverty and objective

3. When referring clients you consider the following **EXCEPT**?
 - a) Age
 - b) Sex
 - c) Accessibility
 - d) Religion
4. Why are support groups important in rehabilitation process?
 - a) A socialization process
 - b) A way of broadening friendship ties
 - c) To have peers who can relate to your problem and assist
5. Define rehabilitation.
 - a) A process of undergoing therapy so as to deal with an issue
 - b) Being alone in a closed room to reflect
 - c) Kept in isolation to achieve a certain end
6. Among the following which one is not a factor to consider when rehabilitating?
 - a) Age
 - b) Sex
 - c) Money
7. Resources in treatment plan include the following **EXCEPT**?
 - a) Clinical care
 - b) Education provision
 - c) Fund dissemination
8. Analyse the stages of developing an individual treatment plan.
9. Evaluate the importance of a treatment plan.
10. Demonstrate how client contracting is done.
11. Compile the factors to consider before referring a client.
12. Summarize the resources used in a client's rehabilitation.

Oral Assessment

1. What is a treatment plan?
2. Explain what is contacting for a client

Project Assessment

A client suffering from alcoholism has come for rehabilitation; create an individualized treatment plan for the client.

14.3.5.4 Tools, Equipment, Supplies and Materials

- Functional office
- Fully equipped simulated operations training office
- Tablets
- Smart phones
- SD cards and card readers
- Projector
- Computer

14.3.5.5 References



- Merians, A.S., Jack, D., Bolan, R., Tremaine, M.& Adamovich, S. V. (2002). Virtual Reality Augmented Rehabilitation for Patients following Stroke
- Michener, L. A., Walsworth, M. K. & Burner, E. N. (2004). Effectiveness of Rehabilitation Process
- Nava, S. (1998). Rehabilitation of Patients admitted to I.C.U.
- Schooner G R & Gonsiorek J (1988). Assessment and Development of Rehabilitation Plans for Counselors Who Have Sexually Exploited Their Clients.
- Sutton J (1985). The Need for Family Involvement in Client Rehabilitation.

14.3.6 Learning Outcome No 5: Integrate client to the society

14.3.6.1 Learning Activities

Learning Outcome No 5: Integrate client to the society		
 Learning Activities	Special Instructions	
5.1 Conduct social inquiry/investigation as per SOPs 5.2 Prepare social inquiry report as per SOPs 5.3 Home environment/community treatment plan is formulated as per organization policy 5.4 Implement home environment/community treatment plan as per the client 5.5 Review home environment/community treatment plan based on the client's progress 5.6 Conduct Family reintegration meetings as per organization policy 5.7 Carry out Client reintegration as per SOPs	Group discussion Demonstration	

14.3.6.2 Information Sheet No14/LO5: Integrate client to the society



Introduction

This learning outcome covers: Meaning and importance of social reintegration, meaning and importance of social inquiry/investigation, preparation of a social inquiry report, formulation and implementation of home environment/community treatment plan, monitor and review client's progress, social reintegration meetings and actual client reintegration into the family and community.

Definition of key terms

Social inquiry: Is a process that entails asking sociological questions that relate to human behaviour, social, political and economic organization so as to understand human behaviour.

Home environment: Occurrences in the physical surrounding that individuals belong to, e.g. family interaction, sibling relationship etc.

Community treatment: The reaction that an individual receives from the group of people who they share same norms and traditions and languages, after a long time of absence from that setting due to a number of factors.

Content/Procedures/Methods/Illustrations

5.1 Social inquiry/investigation is conducted as per SOPs

Social integration is the process used to gather as much information as possible.

Methods of social enquiry include;

- Care research
- Population research
- Interviews
- Snow balling
- Observation
- Home resist and follow ups
- Asking questions
- Probe more on what's not clear.

Social inquiry report is prepared as per SOPs

- In an open enquiry where no procedure is followed.
- In guided Inquiry a definite procedure is followed.

Importance of Social Inquiry

- Finding out information
- Getting acquainted with people views, perceptions and their values
- Case worker is able to engage in research work
- One is able to get first-hand information that is not distorted.

Social reintegration, is whereby those who have lost touch with their environment are brought back into the same environment that they left because of different issues.

Importance of social reintegration

- Prevents one from getting involved into more evil that he was found guilty of.
- Designed to help smoothen the procedure of acceptance back into the society.
- It's important as it helps an individual adapt in new environments.
- Ensures that a person does not bounce back into the environment they had been used to.

Social inquiry Report prepared as per SOPs

A social inquiry report is made by a professional. It gives detailed about client's character and circumstances surrounding a given action, which is presented in the court.

Importance of the Social Inquiry Report

- It's vital as it gives information in regard to the offender, used by a judge to pass a judgment.
- Much research is done therefore a lot of information is collected.
- Limits the probability of biasness in the court of law and it gives room for fairness.

Components of social Inquiry Report

- Particulars of the client inclusive of the age, Occupation, sex, employment, status, address etc.
- Sources of information, finding are gotten from indicating source and credibility of information.
- Current offence, should be clearly stated to avoid being accused and charged due to previous shortcoming not part of the case.
- Previous offences, this is to ascertain whether the client is a previous offender, thus its important as it can weaken or strengthen the defence.
- Social background, this relates to the client family and the role of each member on the life of the client.
- Attitude of offender in regards to the accusation, this shows if the client is sorrowful or motivated to change or will bounce back to the previous issues.
- Recommendation, this is key after assessing all the recommendations that will assist in giving a rational report.
- Treatment plan, suggests the ways of assisting the client.
- Follow up, follows on a client to track their events.

Home environment/community treatment plan is formulated as per organization policy

Home environment is a treatment process where the social work is tasked with a duty to assess the situation in client's home and how family members are reacting towards the absence and whether the family is ready to receive the client back.

Importance of Home Environment and Community Treatment Plan

- Members view and thoughts in regards to the client's integration are put into consideration so that the final decision is arrived at with all considerations made.
- Family members and community at large are psychologically prepared so that the integration process may not be a shock to them.
- The treatment plan is for acceptance purposes that may be warmly accepted by the client with no malice or prejudice.
- Information in regard to the issues made clear so as to avoid gossips that may be a form of setback to the client.

Procedure of Caring out Home Environment and Community Treatment

- i. Building a Rapport**, involves the formation of ties with the involved so as to be trusted, this is because for a successful plan communication and trust are key.
- ii. Home and Community Visits**, they are vital as they facilitate interaction. Open forums where questions can be asked and answers given in the best way possible.
- iii. Economic Empowerment**, allow room for growth and therefore a workable work plan has to be set where the client will be involved in an economic generating activity to scrap of dependency.
- iv. Acceptance**, once everything is clear and an agreement reached with a date set, integration takes place.

Home environment/community treatment plan is implemented as per the client

It involves putting down of all laid procedures for instance, an ex-convict tries to be integrated back into the society.

Importance of Implementation

- Enables returnees to have a stable economic generating activity to start up with.
- Social returnees are able to have a network they can rely on.
- Ensure active involvement and participation of the returnees.
- Implementation gives room for adequate skill training and financial support.
- Implementation seeks to address some issues like provision of basic needs to returnees.

For Implementation to be successful the following must be considered;

- i. Sustainability:** Seeks to ensure the returnee is stable and safe with an activity to sustain them in income generating ways among others.
- ii. Measurable:** Where you track progress from return to present time to know the changes that have occurred.
- iii. The long-term effects:** In terms of returnees' comfort ability and acceptability at home and in community.

Review home/ community treatment plan refers to the process of tracking the returnee to determine whether the treatment plan was a success, stagnated or flopped.

Importance of Review

- Assists to know where to improve in case there was a gap in the treatment.
- Review helps in planning for future process as each case is different but one can borrow skills and tactics to make the next implementation better.
- Review assist in accountability where the role players ensure perform their roles.
- Review assist in ensuring that the income generating activity for the returnee is on progress.

If the treatment plan has no bottlenecks or setbacks, then the implementation process is considered a success, but if there are issues with the returnee a solution should be sought immediately.

Procedure of Review

- i. **Visit the client:** From the visit you are able to assert the situation of the client by observing, questioning and by allowing the clients to take you through.
- ii. **Engage the client's family and community:** To know their thoughts in terms of the client's progress, willingness to adapt into character transformation.

Family reintegration meetings are conducted as per organization policy

This is whereby the professional social work meets with the client's family members to ensure they are willing to accept the returnee back.

Importance of the meeting

- Meeting is scheduled to answer questions that any family member may have
- Meetings address concerns
- Family members address fears in case of any
- Family members are taken through the action and reaction procedure towards the returnee

How to Conduct the Family Meeting

- Set a date that is convenient with each member for full commitment
- Have a moderator to head the household as you chair the meeting
- Have an eye key to detail in regards to what each member has to say
- Conclude the meeting when everyone is satisfied with their raised concerns

Client reintegration is carried out as per SOPs

It's the actual and last stage in the implementation process, where the returnee is reunited with family members and community members after a period of absence.

Client Reintegration is Important Because

- The client is not left in solitude. Solitude makes individuals feel abandoned thus setting depression and death if not addressed.
- Clients need for support system, people who are ready and available to receive him back. Family is the only reliable support system.
- Reintegration gives room for healing to take place, having people to give you a sense of direction by motivation is key in the healing process.
- Reintegration ensures that bounce back of the returnee to previous evil is limited. One is given the right direction and needs are met through an income generating activity.
- Reintegration is key to learn and unlearn a habit.

When should Reintegration be done?

After a family agrees to take back one of their own and provide social support to the client, and the client is ready to return. When both parties are ready.

Conclusion

This learning outcome covered; meaning and importance of social reintegration, meaning and importance of social inquiry/investigation, preparation of a social inquiry report, formulation and implementation of home environment/community treatment plan, monitor and review client's progress, social reintegration meetings and actual client reintegration into the family and community.

Further Reading



Read more on client reintegration from Celeste Daric (2013). The process of offender Reintegration: Perception if what helps prisoners reenter the society.

4.3.3.3 Self-Assessment



Written Assessment

1. Reintegration is the process of
 - a) Returning back to your work
 - b) Re-entering back to your work
 - c) Re-entering back into the society
 - d) Disowning your family and community
2. Social enquiry can be carried out by the use of the following except
 - a) Home visits
 - b) Research
 - c) Use of force
 - d) probing
3. Why is it necessary to have previous offence taken into consideration while making a social enquiry report?
 - a) It may strengthen or weaken the defense process of a client
 - b) To pass judgment to the client
 - c) So as to revisit the earlier offenses of the client and charge them

2. Below are the roles of a social work in reintegration process except?
 - a) Offer counselling to the returnee, family and social community members
 - b) Come up with a clear report to guide the implementation process
 - c) Give information to the client to each and every person the social work meets.
3. Review the importance of reintegration process so as to track progress.
 - a) True
 - b) False
4. When conducting family reintegration meetings what should be done?
 - a) Give each and every member time to talk and discuss their issues
 - b) Put off members' sentiment
 - c) Chase away members who happen to be problematic
5. What do you do when a client backs out of the reintegration process during the last minute?
 - a) Force them into it.
 - b) Take them back into it
 - c) Leave them on isolation
6. Develop a home environment / environment treatment plan.
7. What is the importance of carrying out social enquiry?
8. Evaluate how client reintegration process is carried out.
9. Compose criteria for carrying out a social inquiry report?
10. Outline some of the ethical procedures to consider during reintegration.

Oral Assessment

1. From your point of view is it necessary to have professional assistance during reintegration?
2. What are the important steps to follow before integration comes to a completion?

Practical Assessment

A mother is remanded by the court of law for six months. Her 16-year-old daughter is taken to the orphanage. Upon release, the mother and daughter should be reunited. Design the process that the social work in the orphanage engage in.

14.3.3.4 Tools, Equipment, Supplies and Materials

- Functional office
- Fully equipped simulated operations training office
- Tablets
- Smart phones
- SD cards and card readers
- Recorders

14.3.3.5 References



Celeste Daric (2013). The process of offender Reintergartion: Perception if what helps prisoners reenter the society. *Angels*. Sage Journals.

Russ Immarigeon (2013). Ex offender reintergratten. Theory and practice. Newyork. William Publishing.

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14.3.7 Learning Outcome No 6: Monitor clients progress and home environment

14.3.8.1 Learning Activities

Learning Outcome No 6: Monitor clients progress and home environment		
 Learning Activities	Special Instructions	
6.1 Develop monitoring plan as per SOPs 6.2 Align the monitoring plan to the individual treatment and home environment as per organization policy 6.3 Implement monitoring plan as per client's progress 6.4 Review individual clients based on the monitoring plan	Demonstration Field trips Group work	

14.3.8.2 Information Sheet No14/LO6: Monitor client's progress and home environment



Introduction

This learning outcome covers: Knowledge on a client's progress and home environment in various aspects in the day to day activities. Developing, aligning and implementing monitoring plan as per the clients' progress and reviewing individual clients based on the monitoring plan.

Definition of key terms

Monitoring plan: This is a document that explains the process of observing all aspects of a project.

Client: This is an individual or an organization that is using the services of another professional person or organization.

Treatment plan: This is a detailed piece of information where main function is to solve a problem if arises.

Content/Procedures/Methods/Illustrations

6.1 Monitoring plan is developed as per SOPs

A **monitoring plan** describes in depth of how routine observation should be done in all aspects of a project. One of the objectives of developing a monitoring plan is to identify problems and come up with possible solutions to them. There are different kinds of monitoring dependent on the type of risk involved in each.

Steps of developing a monitoring plan

- i. **Performing regular updates:** An action plan will be effective when it contains up to date information on what has been progressively been happening in a project.
- ii. **Conducting periods reviews:** Tasks set to achieve the set goals should be reviewed by team leaders to check if they have been completed.
- iii. **Identifying necessary corrective actions:** A tracking system should be used to check if the action plan is progressing well. If a specific activity is not meeting its target, it should be reviewed and better approach taken to meet the target.

6.2 The monitoring plan is aligned to the individual treatment and home environment as per organization policy

- i. **Financial monitoring:** It is crucial in helping one from descending into poverty and bankruptcy especially after depression. One is required to seek financial help on how to use and monitor his/ her finances. One who has a lot of money but does not know how to use it, can be enlightened on how to invest the money, what percentage to save and what percentage to use for the daily needs and wants. One also has to conduct self-assessment to monitor their financial status.
- ii. **Technical monitoring:** It refers to monitoring of quality and quantity that is required on a time basis. This involves the activities one engages in. The activities ought to be motivated and be of benefit to an individual. An example is when one comes from prison or rehabilitation centre and is ready to settle in the society. He/ she needs guidance on the activities to engage in. This is preferably through physical inceptions.
- iii. **Process monitoring:** Process monitoring helps an individual to engage in activities that are lawfully accepted and of benefit to a person. If one from a comfort zone or from a depressing zone, he/ she needs guidance on how to keep themselves busy. They can be enlightened to engage in economic activities and have a daily schedule on how their day is planned. They should be encouraged to also have a family time with their loved ones besides engaging in other activities. They should also set goals they have to achieve by the end of the day.
- iv. **Assumption monitoring:** One who is guiding the affected should often check on them and monitor the success of their actions.
- v. **Impact monitoring:** They should also access the risks involved in achieving the set goals and put in place preventative measures or steps of how to deal with the risk.

6.3 Monitoring plan is implemented as per client's progress

A research in children and youth who go to school has shown that their emotional problems and behavioural problems are attributed to school work challenges. Thus, this causes a hindrance for them to achieve academic success. Since much time is spent by them in school, it is very important that they be given mental help from there by professionals. This can be enhanced by having peer counselling sessions for all at specific time to help improve their mental, emotional and physical behaviours. When

the progress of a client is slow and needed a lot of guidance, it is important that the professional and the client meet physically and have a face conversation. The professional will then be able to learn more about what is hindering the client from progressing and give him/her the right direction and gain momentum of starting over again.

When the progress of a client is quite good, a professional can have quite a number of conversations with his/her client in order to monitor their progress. Sometimes if at all there is a problem, a professional can just guide the client through until a solution is arrived at. And both parties shall be satisfied because the problem has gotten a solution within a short period of time. At other times, a professional may direct a client to right a report to him/her telling them of the progress of the work. This method is mostly applied when the business of the client is in good shape and very few obstacles are likely to be experienced.

If a client is one who requires a lot of needs and guidance, a professional will be required to frequently monitor the client to offer help needed. The types of services a professional offer to his clients may also be of great urgency hence there will be need of the professional to frequently monitor his/her client. Example of such a service may be computer installation and repairs in a computer school.

How monitoring plan is implemented as per client's progress

- Through care monitoring, one is expected to know the needs and wants of a client so as to understand how they can help them
- The frequency of checking on a client's progress determine how frequent one is supposed to check on the client. One should therefore develop a monitoring plan for the client.
- Care monitors should use a developed set of questions to ask their client which shall be used as a gauge for measuring their client progress.
- One should analyse the records of his or her client to know their progress. If the progress is good, then one's strategies will have worked out well and the client would prosper. If the progress is bad, then one has to spend more time with the client and help him/ her come out of the problem.

6.4 Individual clients are reviewed based on the monitoring plan

It is very crucial for a professional to review the progress of their clients to ensure that everything is in order as was earlier planned. The professional should review his/her clients based on the urgency of each of the clients. The clients whom the professional communicates to not very often and through written piece of work do not need to be monitored as much as those who have many problems to be solved. Clients who make often phone calls to the professionals of their fields are ones that require maximum guidance. At other times, the skills of the profession are the ones required by a client.

The importance of monitoring client progress is;

- **To measure success:** A professional can visit his/ her clients and analyse how far they have gone in a particular day, week, month or even a year. If one isn't successful, the professional guides the client through a number of steps to follow in order to be successful.
- **To learn from mistakes:** A professional is a human therefore, prone to making mistakes like any other. A professional may have mistakenly guided their clients the wrong way and thus led to failure. The professional can then seek for forgiveness and start over again with a plan that is better and promising.
- **To identify issues:** If at all there are problems in a plan that a professional has come up with for a client, then he/she can go through it and identify any issues that may cause a challenge later on.

How to review individual clients based on monitoring plan

- Having discussions with the client on how they are faring on. One can have the discussion also with the care giver of the client in order to get full detail.
- One is also supposed to observe the interactions of the client with other people. And also observe the non-verbal communication of the client when having discussion with them.
- One is also supposed to have a record book where he/she records the feedback he/she gets from the client. This will be of benefit to the one monitoring the client as he/she will be of benefit to the one monitoring the client as he/she will be able to come up with the best care plan reviews for the client.
- One is supposed to acknowledge all who helped him/her understand the progress of the client. He/she should also encourage them to continue empowering the client become well.

Conclusion

This learning outcome covered: Knowledge on a client's progress and home environment in various aspects in the day to day activities. Developing, aligning and implementing monitoring plan as per the clients' progress and reviewing individual clients based on the monitoring plan.

Further Reading



Read more on monitor clients progress and home environment from Zall Kusek, & Rist, (2004). Ten steps to a results-based monitoring and evaluation system.

14.3.3.3 Self-Assessment



Written Assessment

1. _____ is not an example of a monitoring plan?
 - a) Financial monitoring
 - b) Assumption monitoring
 - c) Education monitoring
 - d) Process monitoring
2. Which one of the following about financial monitoring is true?
 - a) It deals with expenditure
 - b) It deals with expenses
 - c) None of the above
 - d) Both of the above
3. What does technical monitoring deal with?
 - a) Collection and analysing of data
 - b) The assumption of a success or failure of an organization
 - c) The expected results of a program achieved through proper laid down strategies
 - d) The financial position of an organization
4. Who is a client?
 - a) A person who is need of a help
 - b) A professional person in a particular field
 - c) A person or organization using services of another profession
 - d) A person who analyses the work of a professional
5. Identify the type of monitoring that deals with collection and analysing of data?
 - a) Process monitoring
 - b) Assumption monitoring
 - c) Impact monitoring
 - d) Technical monitoring
6. Each of the following is correct except one. Identify.
 - a) The importance of monitoring clients is to measure their success
 - b) The importance of monitoring clients is to know their financial positions as individuals
 - c) The importance of monitoring clients is to identify issues affecting their operations
 - d) The importance of monitoring clients is to learn from mistakes
7. Identify the correct one.
 - d) Impact monitoring deals with collection of data
 - e) Process monitoring deals with determining the success or failure of a project
 - f) Technical monitoring deals with assessing results of a program
 - g) None of them

8. What do you understand by the term client?
9. Illustrate what monitoring process deals with.
10. Propose advantages of monitoring client's progress.
11. Analyse the benefits of financial monitoring to an individual
12. Prepare a monitoring plan.

Oral Assessment

1. What are the advantages of monitoring the plans of a client?
2. Outline the process of monitoring clients' progress.

Practical Assessment

Visit an organization of your choice that deals with extensive sales and analyse the monitoring plans of the organization.

14.3.3.4 Tools, Equipment, Supplies and Materials

- Functional office
- Fully equipped simulated operations training office
- Tablets
- Smart phones
- SD cards and card readers
- Notebooks
- Pens

14.3.3.5 References



- Crawford P. & Bryce P. (2013). Project Monitoring and Evaluation; a method for enhancing the efficiency and effectiveness of aid project Implementation. *International Journal of Project Management*, 21(5), 363-373.
- Mier, S. T. (2014). Incorporating progress monitoring and outcome assessment into counselling and psychotherapy. Oxford University press.
- Zall Kusek, J. & Rist, R. (2004). Ten steps to a results-based monitoring and evaluation system: a handbook for development practitioners.

14.3.8 Learning Outcome No 7: Evaluate client rehabilitation activities

14.3.8.1 Learning Activities

Learning Outcome No 7: Evaluate client rehabilitation activities		
	Learning Activities	Special Instructions
	7.1 Develop evaluation plan as per SOPs 7.2 Develop evaluation tools based on the plan 7.3 Do administration of evaluation tools as per the plan 7.4 Carry out analysis of information gathered as per SOPs 7.5 Prepare Evaluation report as per organization policy	Field work Group discussions Presentations Evaluation of tests

4.3.8.2 Information Sheet No14/LO7: Evaluate client rehabilitation activities



Introduction

This learning outcome covers: Development of evaluation plan, the importance of evaluating the clients' rehabilitation activities, development and administration of evaluation tools, analysis of the findings and evaluation of the report.

Definition of key terms

Evaluation tools: This is instruments that are used to collect data for all outcomes.

Evaluation report: This is a document which accounts for the results, discoveries, explanations, conclusions and recommendations that are derived from assessment.

Plan: A detailed proposal with an intention of what is going to do.

Evaluation plan: It is a written document that illustrates how you will monitor and assess your program as well as how you intend to use the results in decision making.

Content/Procedures/Methods/Illustrations

7.1 Evaluation plan are developed as per SOPs

Rehabilitation: This is the care that enables the individuals get back, keep and improve the abilities that are needed to get by. The abilities are either physical, cognitive or mental. The aim of rehabilitation: is to enable individuals living with disabilities to reach and maintain their optimal functional levels by giving them tools they require to attain self-determination and independence.

There are four main steps to developing an evaluation plan. These are;

- Clarify program goals and objectives
- Develop evaluation/ assessment questions
- Develop evaluation methods
- Set up a timeline for evaluation

An evaluation plan is important because it helps one to identify areas that need improvement and help realize your goals more efficiently. It is significant to regularly evaluate and adapt to your activities to make sure they are more effective as they should be.

Uses of evaluation include:

- Sustaining and expanding the programme
- To document and publicize the programmes achievements
- Make judgments about the importance of the program to stakeholders and participants
- Improve on the formative evaluation

Importance of evaluation plan

- It clarifies the purpose of the program and its possible outcomes
- Describes the ‘what’, ‘how’ and why it matters for your programme
- The ‘what’, describes the program and how its activities are linked to its intended effects

Why do you want to use an evaluation plan?

- It clarifies the direction of your assessment/evaluation based on the programs resources, priorities, skills and time required to accomplish the evaluation
- It creates a transparency via the implementation procedure
- Ensures stakeholders have a mutual understanding of the purpose common vision and users of evaluation results
- Evaluation results should be directed, planned and international

Key steps in developing an evaluation plan

Process of engaging the stake holders

- i. Describe the program in the evaluation plan: It gives a clarification on the purpose of the program, activities, stage of development and the ability to improve health and implement the context
- ii. Focus on the evaluation plan: Clearly state the purpose of evaluation, program description and its uses
- iii. Planning for gathering credible evidence: Note down the questions to be answered
- iv. Planning for conclusions: Includes analysing of the data acquire, interpretation and coming to conclusions.

Strategies for implementing client's rehabilitation activities

- Evaluate existing practices
- Discuss affecting the team
- Read and observe the practices
- Train and provide support
- Develop trial interviews plan of action
- Implement the client's rehabilitation activities
- Review record keeping
- Evaluate and give feedback

7.2 Evaluation tools developed based on the plan

Evaluation tools include but not limited to;

- Survey questionnaire
- Interview
- Focus group
- Selection of assessment tools
- Problem diagram
- Effects and objectives diagrams
- Decision diagrams
- Focus group
- Observation
- Rating scale
- Achievement

Evaluation tools are used to make good decisions relating to strategies that improve student learning.

Steps followed in development of an evaluation tool

- i. Develop conceptual model of project identifying the key parts of evaluation
- ii. Define measurable outcomes as well as creating evaluation questions
- iii. Develop the correct design of evaluation
- iv. Collection of data

7.3 Administration of evaluation tools is done as per the plan

Administration of evaluation tools combines observation, self-reflection and student data to create a complete view of its performance.

Concepts of administration of evaluation tools

- Creating organization of employees to direct activities working towards achieving same goals and objectives
- Creating rules and regulation
- Managing of operations
- Making of decisions

Basic functions of administration include;

- Planning
- Organization
- Direction/leading
- Control
- Staffing

Advantages of administration of evaluation tools as per the plan

- It creates a structure where individuals can meet and discuss the progress.
- It provides a document that is planned in an employer file
- Annual planning and development of employees' goals
- The process motivates employees by rewarding them
- Employees are able to understand what is expected of them.
- This process provides the manager with an opportunity to provide the employee with the feedback on their performance, illustrating how the employee's goals were achieved.

Disadvantages of administration of evaluation tools

- If not done right they create negative experiences
- They are very time consuming thus waste a lot of time
- Natural bias thus the need to be eliminated since they lead to later errors

7.4 Analysis of information gathered is carried out as per SOPs

Data analysis summarizes the data collected, involving the interpretation of data acquired. Data analysis are statistical, diagnostics, predictive, perspective, text analysis.

Examples of data analysis

- Qualitative analysis- it looks for things like patterns and colours.
- Quantitative analysis- focuses mainly on numbers.

Methods of collecting data

- Open ended surveys and questionnaires
- One on one interviews- mainly used in qualitative research
- Focus groups
- Direct observation

Findings are the final outcomes of a research project.

How analysis of information is carried out

- i. **Review the questions:** there should be a review of the questions generated before the information was gathered. Like; what question was it to answer? Why was this particular information necessary? and what decision was this information helping to make?
- ii. **Organise the information:** the strategy differs according to the different views of different people. However, there are certain processes that can be followed
 - Gather all relevant information that has been selected
 - If necessary, sort the information into parts which belong together
 - Some may have already been analysed. Some may be partly analysed and some may need analysis.
- iii. **Decide how to organize information:** it may be adding up numbers and averaging them or comparing information to examine the relationship of one thing to another. It can also relate pieces of information to establish relationship between them. It can also contrast information by setting two things in opposition so as to show the differences.
- iv. **Analyse quantitative information.** There are two ways;
 - d) **Tally sheets:** These are useful for summarizing information such as production figures and survival figures.
 - e) **Summary sheets:** This shows information individually in order to see clearly the differences between each piece of information
- v. **Analyse qualitative information:** this is a creative and critical process. The way the information has been gathered will probably determine how it can be best analysed.
- vi. **Integrate the information:** putting the analysed parts together in a way that tells the complete story can be done by the team that has been assigned to gather and analyse information

Findings are the final outcomes of a research project

Difference between findings and analysis

Finding: Build logic of the research questions, problem and the design while.

Analysis: Relates to searching of themes and patterns that evolve from the findings

How to write a findings report

- Write a brief summary of our experiments results
- Discussion of the findings
- Use of visual aids
- Format

Steps of summarizing research findings

- Read the short paragraphs written by the author in summarizing research articles
- Understanding the research's context
- More to the conclusion
- Identify the main problem
- Argue out the problem

7.5 Evaluation report is prepared as per organization policy

An evaluation report is basically gives a summary of the points covered by the assessment.

Steps to produce a well-structured evaluation report

- i. Choose the topic of interests
- ii. Write a thesis statement
- iii. Determine the method to be used in assessing the product
- iv. Look for evidence to support your work
- v. Draft an essay
- vi. Rewrite, revise and review

How to write an evaluation report sample

- i. Think of a reason
- ii. Collect important points to be included in the report
- iii. Recognize the audience in your report
- iv. Divide the evaluation report into distinct columns
- v. Write clearly/visibly
- vi. Go through your report

Conclusion

This learning outcome covered: Development of evaluation plan, the importance of evaluating the clients' rehabilitation activities, development and administration of evaluation tools, analysis of the findings and evaluation of the report.

Further Reading



Read more on clients' rehabilitation from Evaluation of evidence with occupational therapy in stroke rehabilitation by (2011) Krinstensen, Person, Cnygen, Melle Bell.

4.3.3.3 Self-Assessment



Written Assessment

1. Which one of the following is not an evaluation tool?
 - a) Rating
 - b) Interview
 - c) Guess work
 - d) Achievement test
2. Techniques are instruments used for estimating the learning findings while tools refer to items and tests for measuring the increase in particular outcomes of study. Is this difference true or false?
 - a) TRUE
 - b) FALSE
3. Below are functions of administration, which one is not?
 - c) Organization
 - d) Control
 - e) Leading
 - f) Objective
4. Qualitative data collection is a method of data collection that includes survey questioners while quantitative data collection is a method of data collection that includes statistics. Is the following statement true or false?
 - a) TRUE
 - b) FALSE
5. _____ is not a step in developing an evaluation plan?
 - a) Clarify program goals and objectives
 - b) Develop evaluation/assessment questions
 - c) Sustaining and expanding the program
6. Which one of the following is an importance of an evaluation plan?
 - a) It describes how activities are linked to its intended effects
 - b) It sets up a timeline for evaluation
 - c) It manages operations
 - d) It creates organization for employees
7. Which one of the following is a stop of summarizing research findings?
 - a) Develop of evaluation questions
 - b) Develop of evaluation methods
 - c) Classify of program goals and objectives
 - d) Identify the main problem
8. Compare the evaluation plan and evaluation report
9. Outline the basic functions of administration.
10. Describe advantage and disadvantage of administration of evaluation tools.
11. Evaluate the steps followed in development of an evaluation tool.

12. Develop an evaluation plan for a client rehabilitation.

Oral Assessment

1. Name the steps followed to produce a well-structured evaluation report.
2. What does rehabilitation mean?

Practical Assessment

Visit a rehabilitation centre of your choice and conduct an evaluation on the clients in that place;

- a) Find out if the program is helpful
- b) What should be improved?
- c) What part should be secluded from the programme?

4.3.3.4 Tools, Equipment, Supplies and Materials

- Functional office
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders

4.3.3.5 References



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HK Kristensen, D Persson , C Nygen, Melle Bell, Peter Matzen (2011) Evaluation of evidence with occupational therapy in stroke rehabilitation, Scandinavian , Taylor and Francis online.

Malcom Josss (2002) British journal of occupational therapy 65(3), 141-148, Britain, SAGE Journals.

14.3.9 Learning Outcome No 8: Follow up

14.3.9.1 Learning Activities

Learning Outcome No 8: Follow up		
 Learning Activities	Special Instructions	
8.1 Formulate follow up plan as per organization policy 8.2 Develop follow up tools based on the follow up plan 8.3 Administer follow up tools as per SOPs 8.4 Conduct review meetings with individual treatment plan team as per organization policy 8.5 Carry out revision of the follow up plan is done/referrals where necessary as per SOPs 8.6 Do disengagement after two years as per SOPs	Fieldwork Group discussions	

14.3.9.2 Information Sheet No14/LO8: Follow up



Introduction

This learning outcome covers: Importance of follow on client's progress, develop a follow up plan, formulation and administration of follow-up tools, review meetings, revision of follow up plan and referral where necessary and disengagement.

Definition of key terms

Follow up tools: They help to attain a client's goals.

Content/Procedures/Methods/Illustrations

8.1 Follow up plan is formulated as per organization policy

After finishing your plan, it is very important to follow up. Follow up services will work with individuals and families to empower and support them as they work towards their goals of safety, healing and self-gratification. Each client is met with a safe and personal setting of ten times where they are staying. The client will therefore evaluate where they had been, but more importantly, where they would like to be. In follow ups, clients work with their advocates to identify their strengths and needs, and gather tools and resources to equip them to make positive change.

Follow ups will form partnerships with other service providers and can collaborate with all systems in their client's life. Advocates also help communicate their needs and find their solution when working with systems involved in their life. Follow up advocates know the journey to safety and healing is different for everyone. They can work with clients to make simple resources connections, meet for a few months or travel together as an extended support system.

Formulating a follow up plan

Practice Growth: If your objective is “to increase our patient based by 20% over the next 2 years,” you will therefore outline a series of strategies to help you bring you to your goal.

Tactics used;

- Start and grow a Facebook page dedicated to practice and make three posts per month about health news, office news and preventative care tips etc.
- Initiate a reminder program by mail or email that touches each patient at least once per year about scheduling a physical lab test or procedure.
- Promote friend and family referrals through office signage and semi-annual emails.

Financial Objectives

You are also likely to develop financial objectives for the practice that will assign to your business staff or an outside consultation. If your interest is increasing cash flow, for instance, then there may be strategies and tactics you can implement to reduce accounts receivable, increase the number of patient visits per week, or this area in particular, it shouldn't be difficult to design a specific set of metrics to track with regular deadlines to meet.

Ongoing competitive Research

As part of strategic activities, conduct basic competitive research to better understand your business environment, industry news and behaviours of similar practices.

- What are your major competitors?
- Are they Local or regional?
- Are they growing and if so, what areas?
- What types of marketing programs are they undertaking to attract new patients?
- How are they attracting new patients?
- What are they doing to make the practice run mostly efficiently?
- How do they measure patient satisfaction?

You can learn about the competitors by regularly reviewing their websites, attending major conferences and networking with them; as well as tracking them on social media.

Budgeting for change

In developing and implementing your strategic planning process, you may need to budget very well for retreats, IT system facilitators, and advertising programs.

NOTE: As you go through your own planning process, it is important to ensure that it is authentic. Your objectives should be realistic and achievable.

8.2 Follow up tools are developed based on the follow up plan

Importance of follow up Tools

- Keep track of overdue follow ups
- Update your CRM
- Know when your emails are opened or clicked
- Interaction data should be used to improve email
- Email tracking software place a pixel that detects interactions

In the case of emails follow ups, one looks for the following results;

- Has the client opened the email you sent?
- How many times the client has opened your email?
- Which device has your client used to open your email?
- Has your client clicked a link on your email?
- Has the client has spent time on your website?
- Has your client downloaded an attachment from your email?

After you make contact with your client, set a reminder that will allow you to follow up. You can even forget about the contact. When the appropriate time arrives, the reminder will pop out in your email. Busy sales people and prospectors often do such prioritizing. Being able to see exactly when and how often an email is opened is a lifesaver to many of them, guiding them on who to call on and when. (Aaron Ross)

Some of the follow up tools are;

- **Desktop Notifications:** When someone opens your email. Schedule Emails for later.

The following ways can be used to create your best follow up sequence ever:

- Get a fresh start: You should forget about your previous follow up plan.
- Pick your Destination.

It is good to develop two different follow-up plans for you and your customers. At this point you have to build trust, explain now why they should do business with you.

The following is an example of two different follow ups you might create:

- **As a prospect:** I want to “wow” my new contact from the moment they confirm their subscription. I want to provide such great content that they are excited to see emails from me. I want them to think of me as:
 - a) Friend
 - b) Ally
 - c) Expert
- **As a customer:** I want to provide such excellent service to my Customers they feel obligated to share our website with their friends and family. I won’t hesitate to purchase again and wouldn’t consider using another Company.

Know what you would do along the way

After the mission statement describing your destination now need to discuss how you will get there. Ask yourself what the automated follow up will do for you.

Would you like your automated follow up to;

- Increase Referrals?
- Increase Repeat visits?
- Create trust?
- Strengthen your Relationship with Prospects?
- Develop a community?
- Encourage upgrading?
- Make repeat sells?

Goals for Prospect follow up

- Establish value proposition.
- Position us as the premier solution.
- Segment contacts by person.
- Get contacts back to website.
- Assign top leads to sales people.

Goals for consumer follow up

- Motivate them to upgrade their order
- Give a free gift as a “Thank You”
- Send postcard in mail.
- Collect reviews and testimonials.
- Measure customer satisfaction.
- Encourage word of mouth and referrals.
- Increase repeat orders and frequency.

Get their “By....”

You should add “By....” in each mission statement and goal.

For instance:

- i) Increase engagement by:
 - Emailing new blog posts.
 - Asking what content they want.
 - Incentivizing social media follow up.
- ii) Increase Repeat sales by:
 - Sending information on rewards program.
 - Giving “Customer only” discount.
- iii) Increase order size by:
 - Sending one ‘click upgrade’ offer immediately.

Model Out

The goals of your automated follow up vary depending on business model. The follow up should deliver content that:

- Positions yours as “best of breed”
- Differentiates you from competitors
- Communicates the value you provide
- Delivers as much value as possible
- Educates prospects about products

Make a plan

When you believe your follow-up, strategy offers an effective route to the destination you determined and is conclusive to achieving the goals outlined in Step 3, you are ready to get the ball rolling. First make a list of what you need to make your strategy work. You will need content, such as emails or free reports. But you must also need to implement entirely new processes like “refer a friend program”, scripts or some graphic designs.

Learn from where you have been

Implementing a new follow up strategy will take a lot of time. You can use your old data and build on it. Some of the useful metrics you might use are;

- Open rates
- Link clicks
- Unsubscribe rate
- Traffic referred by email
- Sales referred by email
- Number of leads over time to purchase
- Average lead score
- Deals that added over time

8.3 Follow up tools are administered as per SOPs

SOP is a set of written steps that captures the best practices of a field or industry as applied in a specific organization. They help employees perform complicated tasks: one which remembering every detail of a procedure can be difficult or in which a precise sequence of steps is essential.

Standard Operating Procedure Software

It is software that provides centralized, often cloud based, and support for SOP. The functions include:

- Provide purpose build templates for documents e.g. CV
- Document and change control
- Review scheduling
- Tracking for revision approvals, etc.

The format of SOPs

- Written (no role or word of mouth)
- Structure in an approved template
- Numbered and titled so that it can be easily located
- Added to document control
- Sponsored and signed off by management
- Used in day to day activities
- Reviewed regularly
- Archived

Some of the tools used are:

- Tables
- Flowcharts
- SOP templates

8.4 Review meetings with individual treatment plan are conducted as per organization policy

Conducting Review meeting

The key to delivering performance review is in the planning. Supervisors who properly plan are more confident and comfortable conducting review meetings with employees.

Planning for the meeting

Tips

Dos

- Use documentation that you've gathered throughout preview period
- Allow plenty of time
- Arrange time to meet with employees
- Arrange neutral place
- Review job description
- Ask the employee for input

Don'ts

- Rely on your memory
- Set aside a day for 8-hour meetings with 8 employees
- Schedule other "more important" meetings immediately after review meeting
- Make employee feel that you have something important to do
- Make the employee feel out the form
- Tell the employee to update their own job description

Meeting outline

There are 2 major parts of a performance review meeting:

- Reviewing results
- Planning next steps

A typical outline for a review meeting would be:

- Begin with a warm up topic
- State purpose of the meeting
- Tell the employee to freely add information during the meeting
- Start by discussing positive performance
- Indicate strengths and weaknesses
- Seek each one's opinion on how they will improve their performances
- Offer suggestions for improvements
- Discuss failure performance objectives
- Discuss employees development needs and goals
- Ask for any concerns to discuss
- Handle administrative aspects as required by the unit, such as obtaining assignments and providing employees with copies and personnel file
- Restate employees' successes and reinforce your willingness to support them

8.5 Revision of the follow up plan is done/referrals where necessary is carried out as per SOPs

SOPs conform to some standards

Before submitting make sure you confirm the below qualifications:

- Introduction
- Amendments
- Purpose
- Responsibilities
- Scope
- Procedures

However, you should have some tips and tricks built up over time and broad suggestions applicable in all scenarios.

- Start with commands
- Be concise
- Make it scan able

8.6 Disengagement after two years is done as per SOPs

Disengagement is to release from something or detach oneself. It also means withdrawal. Social work engagement with particular people may end because of changes in their circumstances or because of a change of a social work. Sensitive disengagement demonstrates respect for the people involved while clarity of information provides reassurance. The standard reflects these concerns along with the practical processes of disengagement.

Performance Criteria

You must be able to do the following;

- Agree a plan for disengagement when approaching end of involvement
- Explain the reasons to the coming disengagement
- Provide people with information on the closure or continuity of support for them
- Arrange for transfer or closure of information to social work involvement
- Complete required documentation to close your involvement

Factors that trigger Disengagement

- Substance misuse
- Mental Health
- Poverty
- Migration
- Children in need Public protection
- Difficulties around schooling
- Ethnicity

Conclusion

This learning outcome covered: Importance of follow on client's progress, develop a follow up plan, formulation and administration of follow up tools, review meetings, revision of follow up plan and referral where necessary and disengagement.

Further Reading



Read more on follow up from Ackermann F et al (2005) The Practice of Making Strategy: A step Guide. London.

14.3.3.3 Self-Assessment



Written Assessment

1. Follow up tools can be administered according to SOPs.
 - a) True
 - b) False
2. Organization's policy can determine how follow up tools are developed.
 - a) Yes
 - b) No
3. Substances misuse can lead to disengagement.
 - a) True
 - b) False
 - Not sure
4. Follow up tools are developed based on follow up plan.
 - a) False
 - b) Not sure
 - c) True
5. The following are useful metrics you might use in follow up which one is not.
 - a) Open rates
 - b) Link clicks
 - c) SOPs
 - Unsubscribe rates
6. ITIL stands for Information Technology in Language.
 - a) True
 - c) False
7. While planning for review meetings, you shouldn't rely on your memory.
 - a) True
 - b) False
 - c) Not sure
8. Define disengagement illustrating what it entails.
9. Explain the importance of client follow up.
10. Describe four follow up tools as per the organization's policy up.
11. Outline procedures of developing a follow up plan.
12. Outline how to administer follow up tools.

Case Study Assessment

Prepare a follow up plan for an alcoholic patient from the rehabilitation.

14.3.3.4 Tools, Equipment, Supplies and Materials

- Functional office
- Tablets
- Computers with internet
- Recorders
- Smartphones
- White board
- Stationary

14.3.3.5 References



- Ackermann F et al (2005) *The Practice of Making Strategy: A step Guide*. London.
- Andrews, R.et al (2006) “Strategy Content in Organizational Performance: A Empirical Analysis” Public Review 66. Web of Science.
- Barzelay, M. and C. Colin. (2003). *Preparing for the Future: Strategic Planning in the US Air Force*. Washington DC: Brookings Institution Press. Saye Publishers.

CHAPTER 15: CHILD WELFARE PROGRAMMES

15.1 Introduction of the Unit of Learning/Unit of Competency

Child welfare programmes is a unit of competency offered in TVET level 6 Social Work and Community Development courses qualification. This unit cover the competencies required to carry out child welfare programs. It involves identifying child welfare problem, assessing child welfare problem, creating child welfare networks, developing child protection; prevention and response plan, conducting home assessment and carrying out child problem remedy. It also includes undertaking follow up activities and documenting child welfare programs. The Significance of child welfare programme to TVET level 6 Social Work and Community Development curriculum is to equip the learner with the knowledge and skills to demonstrate; presentation, interpersonal relation, boundary setting, facilitation, training, planning and prioritization, empathy, self-awareness, report writing so as to relate well in the workplace.

The critical aspect of competency to be covered include; demonstrate ability to develop and administer tools to identify child welfare problem, prepare, analyse and share reports, develop and administer tools to assess child welfare problems and map existing child protection networks and created their directory. Basic resources include; functional office and a fully equipped simulated operations training office.

The unit of competency covers eight learning outcomes. Each of the learning outcome presents; learning activities that covers performance criteria statements, thus creating trainee's an opportunity to demonstrate competencies stipulated in the occupational standards and content in curriculum. Information sheet provides; definition of key terms, content and illustration to guide in training. The competency may be assessed through written test, demonstration, practical assignment, interview/oral questioning and case study. Self assessment is provided at the end of each learning outcome. Holistic assessment with other units relevant to the industry sector workplace and job role is recommended.

15.2 Performance Standard

Identify child welfare problem, assess child welfare problem, create child protection networks, develop a child protection, prevention and response plan, conduct home assessment, carry out child problem remedy, undertake follow up activities and document child welfare programmes as per organization policy, work place procedures and SOPs.

15.3 Learning Outcomes

15.3.1 List of Learning Outcomes

- a) Identify child welfare problem
- b) Assess child welfare problem
- c) Create child protection networks
- d) Develop a child protection, prevention and response plan
- e) Conduct home assessment
- f) Carry out child problem remedy
- g) Undertake follow up activities
- h) Document child welfare programmes

15.3.2 Learning Outcome No 1: Identify child welfare problem

15.3.2.1 Learning Activities

Learning Outcome No 1: Identify child welfare problem		
 Learning Activities	Special Instructions	
1.1 Develop tools as per organization policy 1.2 Administered tools to analyze child welfare problems as per work place procedures 1.3 Analyze report findings as per SOPs 1.4 Share report with the host ministry and partners as per SOPs	Group discussions Field tips Presentations	

15.3.2.2 Information Sheet No15/LO1: Identify child welfare problem



Introduction

The learning outcome covers: The meaning and importance of child welfare, types causes, impact of child welfare problems, theories of child development, child protection legal policy framework, development of tools to identify child welfare problems, analysis of child abuse prevalence in a community and writing and sharing of reports with host ministries and other stakeholders.

Definition of key terms

Simulation: Is a model of a set of problems or events that can be used to teach someone something or the process of making such a model. Simulations take numerous forms and may contain elements such as games, role play or any activity that acts as a metaphor.

Assignment: It is an allocated task that one is required to complete within a given timeline. It is also expected that the assignment will be completed based on the goals and objectives indicated.

Content/Procedures/Methods/Illustrations

1.1 Tools are developed as per organization policy

Child welfare refers to a continuation of services (both public and private) that are focused on ensuring that all children live in safe permanent and stable environment that support their wellbeing. In most cases, those services may include the entire families or may be solely focus on direct relationship with the child. Child welfare also operates on the notion that children should be kept safe from physical and medical violence where they school, live and within the entire community.

Role of child welfare agencies

- Support any services that help prevent child abuse and neglect.
- Offer services to families that need to be protected.
- Receive and look into any reports and incidences of child abuse.
- Access child and family needs.
- Arrange for children to live in safe spaces when their safety cannot be guaranteed at home.
- Support the wellbeing of children that do not live with their biological families
- Work with children, youth and families to come up with permanent solutions to the issues at hand.

Importance of welfare agencies

- They help provide necessary care for the child in an attempt to prevent any form of neglect or abuse
- They help support children and families that have been removed from their homes
- They help protect the child from any form of harm
- They help identify any form of neglect or abuse

Types of child welfare problems

They can be divided into three:

- Problems which threaten their lives: they can cause severe harm to the child and their family for example, infant child mortality, some types of child abuse, HIV/AIDS and substance abuse
- Problems which can create serious social harms: these can harm the health of the child and lead to hurt. For example, teenage pregnancies, substance abuse, child neglect, homelessness, lack of health care coverage etc.
- Problems which endanger productivity: they can affect the ability of the child to become a productive member of society. For example, lack of education, teenage pregnancy substance abuse and inadequate care.

Causes of child welfare problems

- Unemployment
- Broken homes and families
- Parental disputes
- Illiteracy
- Homelessness
- Drug and substance abuse
- Weak government policies

Impact of child welfare problems

Child welfare problems often affect the child, family and entire community in a negative way such as;

- **Family breakups:** Families can end up being broken up when children have to be sent to different foster homes or group homes.
- **Substance abuse:** Some children also suffer from abuse and end up abusing substances and drugs which lead to more problems.
- **Teenage pregnancies:** Children who are abused and neglected tend to look for love and compassion outside their homes which can lead to increased teenage pregnancies.
- **Loss of lives:** Some children and families can lead to loss of lives of the child or another family member that is due to family issues, cultural norms among others
- **Problems later on in life:** Children who have suffered some form of child abuse or neglect that was not taken care of end up having problems later on in life for example outbursts, low self-esteem

1.2 Tools to analyse child welfare problems are administered as per work place procedures

The early years of the life of any child are very critical for his or her health and development. Child development refers to the order of physical language thought and mental changes that occur in a child from birth to adulthood. During this time, the child will grow from depending on their family to becoming independent. Child development process is influenced by genes and other events that occurred while they were babies

Child development theories

The focus of child development theories is to help explain the changes that occur in children as they grow and become adults. In most cases, the theories focus on the different aspects of the development process including social, emotional and cognitive growth. This theory helps us to understand the process of child development and also gives us a chance to appreciate the cognitive, emotional, physical, social and educational growth that children go through until they become adults. Some of the child development theories are;

Erikson's psychosocial developmental theory

This describes growth and changes throughout the life of an individual from childhood to adulthood. It focuses on the social interactions and conflicts that occur during the different stages of development.

Erikson's came up with eight stages of development which are as follows;

- **Trust vs Mistrust:** This occurs between birth to 18 months and is the most important since it has a large impact on how we view the world
- **Autonomy vs Shame and Doubt:** This occurs between 18 months to 2-3 years. A child at this stage is more focused on gaining a greater sense of control.
- **Initiative vs Guilt:** This stage occurs during the pre-school years of 3-5. A child at this stage begins to assert their power and control over the surroundings
- **Industry vs Inferiority:** It occurs between the ages of 6-11 years. The child seeks to be more competent
- **Identity vs Confusion:** It occurs during adolescence between the ages of 12-18 years. During this time the child seeks to find out more about his or her independence while developing a sense of self.
- **Intimacy vs Isolation:** Occurs throughout the years of young adulthood between 19-40 years. At this time the individual seeks to form intimate and loving relationships with others. Any form of failure leads to isolation and loneliness.
- **Generosity vs Stagnation:** Takes place between middle Ages of 40-65 years. At this time an individual seeks to take care of things that will outlive them. They will also seek to contribute in the society to leave a mark. Failure to achieve this leads to feelings of unproductivity.
- **Integrity vs Despair:** It begins at ages 65 onwards and is the last stage. An individual has questions of whether they lived a meaningful life. They will also have reflections of their past life.

Freud's psychosexual stages of development psychosexual

Freud believed that children go through different stages as they develop from childhood to adulthood. He believed that pleasure-seeking energies of an individual become focused in one area of their body known as an erogenous zone. The five stages are;

- **Oral stage (Birth to 1 year):** The child's primary source of interaction is the mouth and he or she derives pleasure from sucking and testing. Erogenous zone-mouth.
- **Anal stage (1-3 years):** Freud believed that the child at this stage is struggling with controlling their bowel movement and bladder. Erogenous zone-bowel and bladder control.
- **Phallic stage (3-6 years):** At this stage the child is more interested in their genitals and they begin to discover differences between males and females.
- **Latent period (6 years to puberty):** The child continues to develop with inactive sexual feelings. The child's ego also develops and they are more fulfilled when they make new friends. Erogenous zone; Inactive sexual feelings

- **Genital stage (puberty to death):** Once the child enters puberty the sexual feelings become active and they start developing strong attractions to those of the opposite gender. This will last for the rest of their lives. Erogenous zone: mature sexual interests.

C. Piaget's theory of cognitive development

According to Piaget, children go through four different stages of mental development with more focus on intelligence. Piaget's stages are;

- The sensorimotor stage (Birth to 2 years): A child at this stage learns and knows more about the world around them through sucking, grasping, looking and even listening. They also become aware of the results of their actions.
- The preoperational stage (2 to 7 years): The child begins to learn language for expression purposes and they are able to see things from the perspective of others.
- The concrete operational stage (7-11 years): The child begins to think logically and in a more organized manner.
- The formal operational stage (12 years onwards): The child who is now an adolescent begins to think in an abstract manner and more about issues to do with moral, philosophical, ethical, social and political aspects.

Bowlby's attachment theory

According to Bowlby's attachment is an enduring and long rooted emotional bond that connects more than one person. The way a child relates to their parent has a huge impact on their development. A child's attachment develops in the sequence below;

- a) Asocial (0-6 weeks):** The child is not as fully aware of their environment and they are therefore not friendly or social.
- b) Indiscriminate attachment (6wks-7months):** The child has become somehow aware of those around him and they are therefore to form relationships with a few people especially those with familiar faces.
- c) Specific attachment (7-9 months):** The baby now looks to specific people for security and protection. Stranger fear is always common especially when they are separated from those, they know
- d) Multiple attachment (10 months onwards):** The baby is now more independent and is able to form more attachments with more people especially those who respond accurately to his/her signals.

Child protection legal policy framework

All children are vulnerable. They are unable to protect themselves from harm, violence, injury and abuse. Child protection refers to any measures that seek to address or prevent the abuse and exploitation of children. It focuses on ensuring that the child is protected from any real or passive danger. Child protection is applicable on all settings where children are found such as homes, schools, neighbourhoods and communities. Child protection services are services offered by various agencies that

receive reports, investigate and assess claims of child abuse, provide treatment and intervention services to children and family that have faced abuse. The development of a child's protection legal policy framework will be guided by the laws of the country and some universal international laws about children. The framework should seek to establish relationships between all the key stakeholders.

Report findings are analysed as per SOPs

Child abuse refers to the intentional decision by a parent or caregiver to act in such a manner that causes harm or injury, emotional damage or death to a child. It can take many forms such as;

- Physical abuse: Non-accidental physical injury
- Sexual abuse: Child is used for sexual purposes
- Emotional abuse: Harm to a child's mental or social development
- Medical abuse: Giving wrong or false medication information about a child
- Neglect: Failure to provide basic need; food, shelter, clothing and medical care

Effects of child abuse

The effects of child abuse can either be short or long term. Some are either physical or emotional such as;

- Teenage pregnancies
- Low self esteem
- Depression
- Anxiety
- Physical injury
- Substance abuse
- Academic problems
- Eating disorders
- Self-harm

The term prevalence is used to refer to a section of a population that has experienced a phenomenon. Since there are various forms of child abuse it is important to find out which is the most common in a given community. Communities that are disadvantaged tend to report more cases of child abuse as compared to others.

1.4 Report is shared with the host ministry and partners as per SOPs

A report is a formal document that is prepared and which has information that describe the findings of the social work. The social work should ensure that the report is well prepared and all the relevant information has been captured.

The findings and the report can be shared with the relevant stake holders in meetings, and conferences. It is important to ensure that all the stake holders have a copy of the report.

Once the findings have been collected and analysed it is the responsibility of the social work to share the findings with the ministry and other relevant partners. This information helps in coming up with relevant policies to protect children from abuse. At the same it provides guidance on the kind of support needed by children, families and entire communities in an attempt to eradicate all forms of child abuse.

Conclusion

The learning outcome covered: The meaning and importance of child welfare, types causes, impact of child welfare problems, theories of child development, child protection legal policy framework, development of tools to identify child welfare problems, analysis of child abuse prevalence in a community and writing and sharing of report with host ministries and other stakeholders.

Further Reading



Read more on child welfare from; A child maltreatment article published by the world health organization on (30th Sep, 2016)

15.3.2.3 Self-Assessment



Written Assessment

1. Which of the following is not a stage of the psycho-social development theory?
 - a) Trust vs. mistrust
 - b) Industry vs. inferiority
 - c) Intimacy vs. relationships
 - d) Integrity vs. despair
2. Which one of the following is not a form of child abuse?
 - a) Neglect
 - b) Educational
 - c) Sexual
 - d) Medical
3. Which one is not an effect of child abuse?
 - a) Depression
 - b) Substance abuse
 - c) High self esteem
 - d) Self-harm

4. Which one of the following is not a role of child welfare agencies?
 - a) Arrest parents
 - b) Report cases of child abuse
 - c) Remove children from homes
 - d) Access child needs
5. Which of the following is a type of a child welfare problem?
 - a) Problem that threaten their life
 - b) Problems that lead to serious harm
 - c) Problems that endanger productivity
 - d) All of the above
6. Which of the following does not happen to the sensorimotor stages Piaget theory?
 - a) Thinking
 - b) Listening
 - c) Grasping
 - d) Looking
7. _____ is not a role of child welfare agency.
 - a) Prevent child abuse
 - b) Fund child needs
 - c) Support protective services to families
 - d) Visit children in their parents' home
8. Illustrate how attachment is important to a child.
9. Explain the importance of child development theories.
10. Evaluate the use of erogenous zones in the body.
11. Demonstrate the need for child protection services?
12. Demonstrate some of the regrets that someone at stage 8 of Erikson theory might have.

Oral Assessment

1. How would you handle a family that is not cooperating with your efforts to investigate about child abuse claims?
2. What should you do when you share information about child abuse with the authorities and they seem to be doing nothing?

Case Study Assessment

John has been brought to you by his teacher. He appears to be carrying the entire world in his shoulders. He wonders why you want to talk to him. He lives with his sister, brother in law and their three children. Even though John is dressed very neatly, he appears to have marks on his legs, face and hands. At the age of seven, he is still wearing pampers and the teacher indicates that he has a problem holding his bladder and controlling bowel movement. The teacher suspects that it is a sign of abuse. When he is asked about what happens at home, he responds that he is beaten everyday by the sister. The sister uses anything available that is shoes, belts, utensils, slippers, etc. There was a time when he was really hurt but the sister gave him

antibiotics. His nephews who are younger than him beat him and do not play with him.

- a) What forms of abuse are present in this case?
- b) What are needs of John, which have to be addressed?
- c) If the needs are identified how will you address them

15.3.2.4 Tools, Equipment, Supplies and Materials

- A functional office
- Computer
- Tablets
- Smart phones
- SD cards and card readers
- Video cameras
- Recorders

15.3.2.5 References



- Reich J.A (2012) Fixing families, parents, power and the child welfare system: Routledge
- S. Perry D.M and Wisdom C.S (2013) Child abuse and neglect, social support and psycho pathology in adult hood. A perspective investigation into child abuse and neglect.37(6-415-425)
- Whitaker J.K (2017) The child welfare challenge: Policy practice and research Routledge

15.3.3 Learning Outcome No 2: Assess child welfare problem

15.3.3.1 Learning Activities

Learning Outcome No 2: Assess child welfare problem		
 Learning Activities	Special Instructions	
2.1 Develop assessment tools as per SOPs 2.2 Asses the number of children affected using the tools developed 2.3 Determine the impact of the problem based on the assessment 2.4 Establish prevention services and responses as per organization policy 2.5 Prepare reports as per organization policy 2.6 Disseminate the report as per organization policy	Discussions Group work Illustrations	

15.3.3.2 Information Sheet No15/LO2: Assess child welfare problem



Introduction

This learning outcome covers: The development of assessment plan and tools forms and signs of child abuse, assessment of number of children affected, determination of the impact of child welfare problems to the child, establishment of existing prevention and response services, report on child welfare problems and dissemination of the report.

Definition of key terms

Child Welfare Assessment: It is the systematic collection of information on threatening family conditions and current significant and clearly observable threats to the safety of the child or youth.

A Child Assessment tool: This is a wide variety of methods by social works to measure and evaluate specific problem areas or needs of children and their psychological or neurological impact on learning and behaviours.

Content/Procedures/Methods/Illustrations

2.1 Assessment tools are developed as per SOPs

Assessment tools are developed as per SOPs. Assessment tools are techniques used to measure a student's academic abilities, skills in a given subject or to measure one's progress towards academic proficiency.

How to develop assessment tools?

- a) Assessment tools are largely used in educational institutions, non-profit organizations and in corporate settings. In designing an assessment instruments, the candidates to be assessed should always be kept in mind at each step of the process.
- b) Different scenarios to be assessed call for different tools and modes of evaluation.
- c) Ensure that the instruments and procedures for assessing are relevant to the audience, the skills and the tasks for which they are being evaluated.
- d) Ensure to set an assessment benchmarks which are specific and operational to the assessment. A benchmark is an assessment standard or a set of standards that is used as a point of reference for evaluating performance or a level of quality.
- e) Establish assessment methods for gathering related evidence. the tool in design should clearly indicate the competencies, challenges, attributes and skills of the child's e.g. comprehensive questionnaire.
- f) Adhere to the assessment of principles which include validity (extent to which evidence gathered can be supported from the design assessment tools, reliability of the same competencies be used and generate the same result), flexibility allows assessment candidates ample time to understand the terms of the assessment and finally the element of fairness which means criteria should not discriminate against an individual or group of candidate.
- g) Establish a method for assessing and evaluating outcomes against the benchmarks. Effective assessment tools should be able to interpret the outcome of the measurements and data taken during the assessment. Depending on the purpose of the assessment, take into account the three major forms of evaluation: goal-based, outcome-based and process-based.

Importance of developing an assessment tool for child welfare

- Provide a record of growth in all developmental areas: cognitive, physical motor, language, social emotional and approaches to learning
- Identify children who may need additional support and determine if there is a need for interventions or support services
- Help educators plan individualized instructions for a child or a group of children that are of the same stage of development
- Identify the strengths and weaknesses within a program and information on how well the programs meets the goal and needs of the children
- Provide a common ground between conductors and patients or families to use in collaborating on a strategy to support their child

Different types of assessment methods

- Direct Observation: Assessed in real time in the work place
- Comprehensive questioning: Assessment could be written or oral questioning, conducting interviews and questionnaires.
- Portfolio: Evidence could include written documents, photographs etc.
- Product based methods: Structured assessment activities such as reports, role plays and presentations.
- Knowledge survey: students answer whether they could answer a survey as course content questions.

An assessment tool comprises a number of components which ensure assessment is conducted in a manner that is fair, flexible, valid and reliable. These components include;

- Context and conditions of assessment
- Task to be administered
- An outline of evidence to be gathered
- Evidence criteria used to judge the quality of performance
- Administration, recording and reporting requirements.

The following steps guide in developing a program assessment plan;

- Identify program: Based student learning outcomes
- Develop a curriculum mapping matrix
- Determine assessment measures aligned with program outcomes
- Draft the full program assessment plan
- Implement the Assessment plan and revise as needed

Importance of developing an assessment plan and tools

- It acts like a motivator
- One is able to know his or her progress
- It helps in self-evaluation

Steps in designing an assessment tools

- Planning
- Design and develop
- Quality checks

2.2 How the number of children affected is assessed

There are various issues that affect the children. Among them include different forms of abuse such as;

- Physical abuse
- Sexual abuse
- Emotional abuse

Child abuse refers to any emotional neglect or physical mistreatment or any kind of action or failure to act that results in harm or possible harm for a child. Signs of child abuse can be hard to detect but being withdrawn passive and overly compliant may be an indication. Assessment tools such as comprehensive questioning and direct observation are used to identify the children who have undergone any form of abuse

Importance of accessing the children affected

- So that they can be counselled and heal
- So that the problem can be identified
- To help evaluate the child's performance in relation to others and other set of standards or goals
- Evaluate the psychological impact on the child's learning and behaviour
- It provides room for improvement to the child as it offers information on the progress of the child to the social work

Determination of the impact at child welfare problems to the child

Child abuse be it physical, emotional or sexual affects a child in different ways which include;

- Running away from home
- Having nightmare
- Shying away from a specific person/people
- Withdrawal from friends and other people
- Age: Inappropriate behaviour i.e. sucking a thumb
- Flinching when they are touched
- Wearing clothes that cover up the entire body (conversant clothing)

Abuse can be hard to spot; some of the signs such as bruising can be part of growing up. Sometimes abuse results in other problems such as; financial pressure, unemployment and mental health problems which need to be addressed also need help i.e. a stressed parent. Sometimes people are afraid to speak up due to the existing balance of power. It is important to identify these problems so that the child does not suffer in silence.

2.4 Prevention services available and responses are established as per organization policy

Prevention services are services you receive to prevent some sort of damage. A response is a reaction to something. Child abuse can happen in any family and in any neighbourhood. The incident is higher in the following groups:

- Families with a history of depression
- Families with alcohol or substance abuse problem
- Families stressed because of loss of a job or home

Bodies involved in the prevention of child abuse;

- The World Health Organization (WHO)
- The United Nations Convention on the rights of children
- The African Union Charter
- The Constitution on the Bill of Rights
- Strict laws and heavy penalties by the government to help curb child abuse
- Child Protection Services
- United Nations Children's Fund (UNICEF)

Some of the review response services are differential responses in an area of CPS reform also referred as dual track, multiple track or alternative response.

a) Differential Response

- Child and family services review information portal
- Provides an overview and differential response system as part understanding the child welfare system e-learning

b) The differential response implementation resource kit provides information on the differential response to implementation; it includes additional tools and resources that can assist prevent child abuse

c) Differential Response to child protective services provides an overview of the core elements of differential response as well as an analysis of state differential enactments

Importance of having preventive services and responses

- So that maltreatment can be avoided
- Can lead to negative consequences such as depression, development delays
- Risk of developing substance abuse during adulthood

The following factors may decrease the risk of abuse:

- Parents and caregivers with a social network of emotional supportive friends and family
- The child experience of love, acceptance, positive guidance and protection from a caring parent, which encourages trust
- Children autism, high self-esteem, intelligence, creativity, humour and independence
- The family's access to social support neighbourhood, stabilities and access to safe schools and adequate healthcare

2.5 Report is prepared as per organization policy

A report is a document that presents information in an organized format for a specific audience and purpose. In preparing a report, the following procedures must be followed:

Executive Summary

I found out many children go through different forms of child abuse i.e. physical abuse, sexual abuse and also emotional abuse. It was found out that some parents and caregivers are the ones who abuse the children and measures were taken on how to avoid child abuse

Introduction

The purpose of this report is to access child welfare problems as requested by Aver to be submitted before 31st Jan 2020

Procedure

I researched on child welfare using questionnaires, face to face conversations and also by direct observation.

Findings

I found out that most children are neglected and abused but nobody notices maybe because their parents are always working or they have been threatened by the abusers, most of them start being depressed, withdrawal symptoms, always locking themselves up.

Conclusion

It was concluded that child abuse is really taking place as parents are neglecting their children hence it affects the child emotionally.

Recommendations

I recommend the following:

- Parents should spend more time with their children
- Children should not be left alone with strangers
- Once a child starts acting different, be more curious to know what's going on

2.6 Report is disseminated as per organization policy

Dissemination is sharing of information, the organization decides to spread out the report on child welfare to various people, it can be shareholders to different departments so that they can come together and discuss. Some of the common methods of dissemination include:

- Publishing programme or policy briefly.
- Publishing findings in national journals and state-wide publications.
- Presenting at national conferences and meetings as professional associations.
- Presenting program results to local community groups and other stake holders.
- The organization to do blog on child welfare, put service announcements, be using social media networking websites, government or community websites also be sending mass emails be doing this information will spread faster.

Importance of report dissemination

- People become more aware of the problem at hand
- Information spreads faster and within a short period of time
- It helps in maintaining and developing cultural traditions.

Conclusion

The learning outcome covered: The development of assessment plan and tools forms and signs of child abuse, assessment of number of children affected, determination of the impact of child welfare problems to the child, establishment of existing prevention and response services, report on child welfare problems and dissemination of the report.

Further Reading



Read more on assessing child [problem from child protection practice by Harm Ferguson (2011)

15.3.3.3 Self-Assessment



Written Assessment

1. How do parents who neglect their children differ from those who take good care of them
 - a) Good judgement
 - b) Inability to plan
 - c) Detailed Knowledge
 - d) Vigorous motivation
1. According to the content, what does good parenting require?
 - a) Engaging in adequate supervision
 - b) Encouraging productive behaviour
 - c) Providing a positive role model
 - d) All of the above
2. Among the following who are the most physically abused?
 - a) Infants
 - b) Teenagers
 - c) Toddlers
 - d) Older children

3. A family's environment can change overtime depending on its?
 - a) Structure
 - b) Size
 - c) Economic Conditions
 - d) All of the above
4. State the most common form of child neglect.
 - a) Emotional neglect
 - b) Unsafe environment
 - c) All of the above
5. Children can negatively be affected by?
 - a) Racism
 - b) Language barriers
 - c) Parents
 - d) All of the above
6. In a family, young people can be?
 - a) Protected
 - b) Victimized
 - c) Both
 - d) Neither
7. _____ is not an importance of developing an assessment tool for child welfare
 - a) providing records
 - b) planning for children education
 - c) identify child needs
 - d) Help in child parenting
8. Illustrate the different forms of child abuse.
9. Examine how dissemination can affect the effectiveness of child protection services.
10. Justify the importance of having preventive services and responses to an organization.
11. Identify the importance of child welfare protection.
12. Differentiate the various assessment methods used for child needs assesment.

Oral Assessment

1. From your own analysis, which is the best step after an abused child has undergone counselling?
2. Is over protectiveness of a child that has previously undergone abuse necessary? Explain.

Case Study Assessment

Most children in Banda estate used to be very playful, however things changed when one day a child was sexually abused by unknown person. Children stopped playing outside and it was easy to detect fears in the eyes of the children as well as parents.

Sometimes later, the perpetrator was caught by police and charged in court while the abused child underwent counselling. As a counsellor, how you can help the child overcome the horrific ordeal.

15.3.3.4 Tools, Equipment, Supplies and Materials

- A functional office
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- Computer and internet
- Recorders
- Stationary

15.3.3.5 References



Harry Ferguson, (2000), Child protection practice, UK

Eileen Munru, (2002), Effective child protection, UK

Hendrick, H. (2003). Child welfare: Historical dimensions contemporary debate.
Policy Press.

15.3.4 Learning Outcome No 3: Create child protection networks

15.3.4.1 Learning Activities

Learning Outcome No 3: Create child protection networks		
 Learning Activities	Special Instructions	
3.1 Carry out mapping of existing child protection network as per organization 3.2 Develop directory as per organization policy 3.3 Establish referrals based on directory 3.4 Report mechanism done in line with organization policy 3.5 Determine the management and coordination of child protection network as per SOPs 3.6 Planning and review meetings as per organization policy	Discussion Questionnaire	

15.3.4.2 Information Sheet No15/LO3: Create child protection networks



Introduction

This learning outcome covers: Mapping existing child protection network, development of a directory, establish referrals, report mechanism and management and coordination of child protection network.

Definition of key terms

Mapping: It refers to the smallest distance a child can walk before getting a given form of help or assistance.

Referrals: It refers to a process whereby a child services entity or firm is contacted over the concerns relating to the child's safety and well-being.

Child protection network: Its non-profit organization or group of organization that engage in providing increased same accessibility for abused children in a country or around the world.

Content/Procedures/Methods/Illustrations

3.1 Mapping of existing child protection networks is carried out as per organization policy

It is the carrying out of assessment together with community members to identify existing internal and external methods of supporting children at risk. It also analyses whether there is any state mandated community mechanisms for children protection.

Mapping is carried out in the following ways:

- Together with the community you can carry out an assessment to identify existing internal and external methods of supporting the children at risk.

- Analyse whether there are any state mandated community mechanisms for child protection.
- Assess if there are local providers and support mechanisms such as the health providers, police, religious leaders, teachers, women representatives and find their strengths and weaknesses.
- Effective child protection networks include local structures and traditional or informal processes from promoting or supporting the wellbeing of children.
- Do not assume that it is necessary to set up new child protection networks in some contexts it may be possible to include child protection prevention and response in existing structures such as village development committees.
- Local leaders such as the chiefs, religious leaders and children or existing youth groups or networks.
- You can build on existing processes, resources and capacities in child protection networks to provide child friendly support and services.

3.2 Directory is developed as per organization policy

Directory is a sortable listing of information and contacts of reaching the people or children who have been affected. Directory is developed as per organization policy in the following ways;

- i. When children are exposed to a wide range of protection threats. This is to create awareness of the need for children protection networks.
- ii. When existing children protection service and provision is not adequately keeping children safe.
- iii. When there is lack of awareness at a community level about strategies for keeping children safe.

The directory links most of the children protection organizations and initiatives. It is not always comprehensive and will expand over time.

Therefore, a directory aims at

- Providing a comprehensive list of agencies and programs that deal with child protection.
- Providing information on whether or not each service provider is registered.
- Showing the type of organization, it is and briefly overview of what services it provides.

3.3 Referrals are established based on the directory

A referral is when someone contacts a children's protection network because they have concerns about the safety and wellbeing of a child. Anyone can make a referral including a parent, wider family member, teacher, friend or even a doctor.

Referrals entail reviewing a case, directing someone or an issue for consultation and taking an affirmative action against a given case. It is established when;

- There is a risk and vulnerable children. A simple register should be kept and no child should be discriminated whether they are disabled or not educated and non-educated.
- There is need to help the children to access support services such as the psychosocial support, health care and education.
- An organization needs to mediate appropriately on a given case. One should follow up on cases which can be resolved by discussion or mediating reunification of separated children.
- Taking cases to police and district children protection authorities to report the criminals.
- Following up the cases, check with the police or other authorities to see that cases have been followed up and visiting children and families after the involvement of the children protection network.

When children protection network receives a referral, it implies that:

- The child requires immediate protection and thus urgent and immediate action is required.
- It is okay to suspect that the child is suffering or is likely to suffer significant harm.
- Services should be offered to the children or family whenever they require to.
- Whether any further specialists' assessments are needed to help children protection network determine further action to take.
- If there is no further action, they can decide whether to refer the matter to a more appropriate agency.

3.4 Reporting mechanism is done in line with the organization policy

Reporting is giving a spoken or written account of something that one has observed, heard or investigated. The following should be noted when recording a child concern report

- a) Detail; The name, age, address of the child affected, the indicators of the significant harm and the reason for believing that the injury or behaviour is the result of abuse and neglect.
- b) Reasons for reporting; the reason why the call is being made at the time.
- c) The immediate risk to the child or young person.
- d) Contact details; you may remain anonymous; however, it is preferable to provide the details so that the officer can contact for further information needed.

One is advised to report even if they don't have all the details. When the report is made, child safety officers will determine how best to respond to the situation.

Ways of developing a reporting mechanism based on the organizational policies

- Sharing information between agencies involved in the community.
- Deciding what further steps should be taken to safeguard the child concerned including any immediate action where appropriate.
- Determining when the child will be interviewed alone by lead social work.
- Determining the information from the strategy discussion which will be shared with the family unless such information sharing may place a child at increased risk to harm or jeopardize any criminal investigations.
- Counter-checking the kind of the abuse, place and the ranks of authorities in the community.
- It may also entail rising from a lower rank to the higher rank depending on the depth of the crime committed.

3.5 Management and coordination of child protection networks is determined as per SOPs

Management is an approach at the core of social work. It is also the process required for improving the quality of life for vulnerable children who are in need of care and protection to coordinate is to harmonize in a common effort or action to have equal importance. It is to organize in a way created to match or complement one another or to establish a set of reference points by which to navigate. Coordination is measured less by metrics than by the art of developing connections as well as competencies as well as trust. The child protection network is responsible for coordinating with other government ministries such as health and education. Networks recognize that improving coordination and communication require building strengths of key individuals at different levels to establish a platform of the exchanging knowledge.

The following principles are vital in networks;

- Do not harm: It involves ensuring that actions or interventions designed to expose the criminals and support the children do not cause any havoc
Management should ensure that no harm comes to the children and their family as a result of the decision made or action taken on behalf of the family.
- Non-discrimination: Management ensures that there is no discrimination. This means ensuring that children are not discriminated against because of their individual characteristics or group they belong to.
- They should seek informed consent and/or informed assets; an informed asset is someone who has the capacity to give consent. They exercise free and informed choices. Consent should be sought to the child and reasons should be explained. Management must make sure the family and children fully understand.
- Practice the best interests of the child: Putting the best interest of the child first ensures the child's physical and emotional safety as well as the right to positive development.

3.6 Planning and review meetings are done as per organization policy

Planning is the process of thinking about the activities required to achieve a desired goal. Review; A formal assessment of something with intention of instituting change of necessary.

The following are aims of child protection planning:

- Ensuring the child is safe and protect them from suffering.
- Preventing further harm by supporting the strengths, addressing the vulnerability and risk factors.
- Helping the child to meet the unmet needs that they require.
- Promoting the child's welfare, health and development.
- Providing the best interest of the child by supporting them and their family as a whole and safeguard welfare of the child.

The plan should be clear to the child's family and all relevant people that is; Teachers, policemen and church leaders. The plan should include specific, achievable goals and should have outcomes that intend to safeguard the child's welfare. The plan should clearly identify roles and responsibilities of professionals and family members. It should also lay points at which progress will be reviewed and the means by which progress will be judged. If the child protection plan is not successful a child protection review must be covered.

Purpose of child protection review

- To receive the completed assessment from the previous review and plan
- To review the safety, development and health of the child
- To check on the current level of risk
- Determine if there is further assessment
- Make judgments about the likelihood of the child suffering any harm in future
- To consider if the child need for significant safeguarding can be met without a plan

A plan and review should be discontinued if;

- Judgment is made that the child no longer has the risk of significant harm by having been safeguarded by the plan.
- If the child and the family have moved to another physical location. This should be done after fifteen days after the move has been made and it is assured that there is no harm.
- If the child has attained the legal age of adulthood (18) or if the child has died.

Conclusion

The learning outcome covered: Meaning and importance of child welfare networks, mapping of existing child protection networks, child protection actors directory, referral and reporting mechanism in child protection, management and coordination of child protection networks, planning and review meetings in child protection.

Further Reading



Read more on; Protection network for children by Davies & Duckett (2016) proactive child protection and social work.

15.3.4.3 Self-Assessment



Written Assessment

2. How do parents who neglect their children differ from those who take good care of their children?
 - a) A detailed knowledge
 - b) Good judgment
 - c) Inability to plan
 - d) Vigorous motivation
2. What does good parenting require?
 - a) Providing a positive role model
 - b) Encouraging productive behaviour
 - c) Engaging in adequate supervision
 - d) All of the above
3. The majority of child abuse are made up by?
 - a) Parents
 - b) Teachers
 - c) Other children
 - d) Health and mental health professionals
4. The following are reasons for discontinuation of a plan and review except?
 - a) When the child is dead
 - b) If there is a possibility of continuation of harm
 - c) If they no longer have the risk of significant harm
 - d) If the child and family have moved to another and safe physical location

5. Considering the roles of the children guardian in care proceedings. Which statement is not true?
 - a) The guardian has a right of access to local authority record regarding the child
 - b) The children's guardian is an officer of the network
 - c) The guardian report is only disclosed to the court
 - d) The guardian's duty is to safeguard the interest of the child
6. A child is subject to care order made at the age of 11, which one of the following circumstances will the care order continue?
 - a) When the child is adopted
 - b) When the child is placed with the grand parents
 - c) When the child is 18 years old
 - d) When a residence order is made
7. Where a criminal prosecution is made or taken, which of the following is not a measure provided by the child protection network?
 - a) Use of screens
 - b) Giving evidence through video link
 - c) Video recording of cross examination
 - d) Provision of the children's guardian
8. Outline the aims of a child protection plan.
9. Predict what happens when child protection network receives a referral
10. Identify the steps followed when reporting mechanisms is done.
11. Elaborate how management and coordination of the child protection network is done.
12. Outline the purposes of child protection review.

Oral Assessment

1. The meaning of child protection network
2. How mapping of existing child protection networks is done.

Case Study Assessment

Mary is sent by her mother to the shop. Mistakenly she lost all the money she was given. When she returned home to ask for forgiveness from her mother, she was beaten thoroughly as a neighbour watched. Her mother went ahead to pour hot water on her. If you were the neighbour, what steps would you have taken to report the case to the child protection network?

15.3.4.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped simulated operations training office
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers

- TFT screen
- Recorders
- Projectors
- Power point
- Chat frames

15.3.4.5 References



Davies ,L., & Duckett, N. (2016) Proactive child protection and social work.
Learning matters

Jones L (2011) Child Protection Case Management in Dadaab Alliance

UNHCR (2013) child protection checklist, protection in emergencies tool box

Wilks, T (2012) Advocacy and Social Work Practice. Berkshire: Open University
Press

15.3.5 Learning Outcome No 4: Develop a child protection, prevention and response plan

15.3.5.1 Learning Activities

Learning Outcome No 4: Develop a child protection, prevention and response plan		
 Learning Activities	Special Instructions	
4.1 Develop a child protection policy as per legal protection laws	Discussion	
4.2 Develop a child abuse protection as per organization policy	Role of case study	
4.3 Develop a child abuse response program as per SOPs	Monitoring and evaluation	
4.4 Establish a monitoring and evaluation as per organization policy	framework	
4.5 Establish a resource mobilization strategy as per organization policy	Demonstrate the use of a helpline	

15.3.5.2 Information Sheet No15/LO4: Develop a child protection, prevention and response plan



Introduction

This learning outcome covers: The importance of a child protection, prevention and response plan. The development of an organization child protection policy and the behaviour protocols in place in a child protection, prevention and response plan. The outcome will also look into the establishment of a child abuse protection programme, the response programme and how they will be monitored and evaluated. Resource mobilization strategies for protection programmes will be developed.

Definition of key terms

Resource mobilization: It is the process of successfully obtaining new and additional materials or resources with an aim of maximising the resources already put in place in an organization or institute.

Protocols: It is a system of governing principles or rules that is used to explain how things are run within the organization.

Content/Procedures/Methods/Illustrations

4.1 Child protection policy is developed as per legal protection laws

A child protection policy is a document that explains all the values, principles and protocols of an organisation with regards to the safeguarding of children from all forms of abuse.

It comprises of several factors that aim at ensuring safety of children at all times. They include;

- Protection protocol for children
- Channels and principles for incident reporting
- Measures of abuse prevention
- Training of personnel who will handle cases
- Training of personnel who will handle cases
- All safety protocols for print media

In Kenya, there are several documents that acknowledge the need for the protection of children from instances of neglect, adverse cultural traditions, abuse, all methods of violence, cruelty, mistreatment and maltreatment and risky or exploitative labour. These documents include;

- Article 53, 2010 Kenyan Constitution
- The Children's Act (2001)
- The African Charter on the Rights and Welfare of the Children
- The Convention on the Right of the Child
- The National Child Protection System of Kenya (2011)
- County Child Protection Systems Guidelines (2011)
- Strengthening Child Protection in Kenya: Programme Strategy (2011- 2014)

Guiding principles of child protection

- Zero tolerance for any forms of child abuse and child exploitation
- Having the best interests for the child as per the rights of the child in article 53 of the Kenyan Constitution
- Understanding that the child comes first when dealing with suspected cases of abuse
- Educating and impacting knowledge to children about their safety, rights and steps to take case of anything
- Integration of child protection policies in the organizational structure

Table 18: Guidelines and principles

Section	Heading	Summary
Preamble	Policy statement	This states the general overview of the main organizational policies and what their aim, goals and what the guiding principles are
	Definition	Defines all new terms and abbreviations used within the main body of the document
SECTION A	Child Protection Policy	It states the purpose of the policy What legal document/framework that is used as the main guiding principles How the organization will support the children? How will the organization ensure safety
SECTION B	Guidelines and procedures	This section covers the following: Incident reporting Incident identification Reward keeping Staff conduct and protocols Confidentiality and non-disclosure agreements Recruitment and training Media and technology Communication of complaints against organization representative Communication of incidents to authority Reporting guidelines Staff protocol during incidences
SECTION C	Child protection requirements (partner)	What policies have been put in place in case of a partnership between two or more organizations
SECTION D	Child protection requirements (member)	These are the guidelines for the member organizations that is those organizations that have different departments such as UN
SECTION E	Appendices	All documents that are required/recommended throughout the organization

4.2 Child abuse protection Programme is developed as per organization policy

Child abuse is when a primary caregiver's action put a child through a harmful experience either through physically, emotionally, sexually or neglectful activities that cause trauma, injury or death.

Development of a child abuse protection programme

When developing a child abuse protection programme in the community, the following 7 steps have to be followed as recommended by UNICEF.

Identification of Abuse

This can be done through observation, observation and medical exam needed, conversation with primary caregiver as well as with the child through the proper consent channels. Questionnaires can also be used.

Personnel requirement for the programme

Personnel hired should be qualified and competent with vast knowledge of development and implementation of a Child Abuse Protection programme.

Training for personnel.

Training on Child Rights, Child Abuse, Preventive measures as well as monitoring and evaluation should be made paramount. Any stakeholders or partners should also get some basic training on the same.

The beneficiaries of the programme too need training so as to prevent future instances.

Establishment of a management structure

There should be a clean-cut managerial structure.

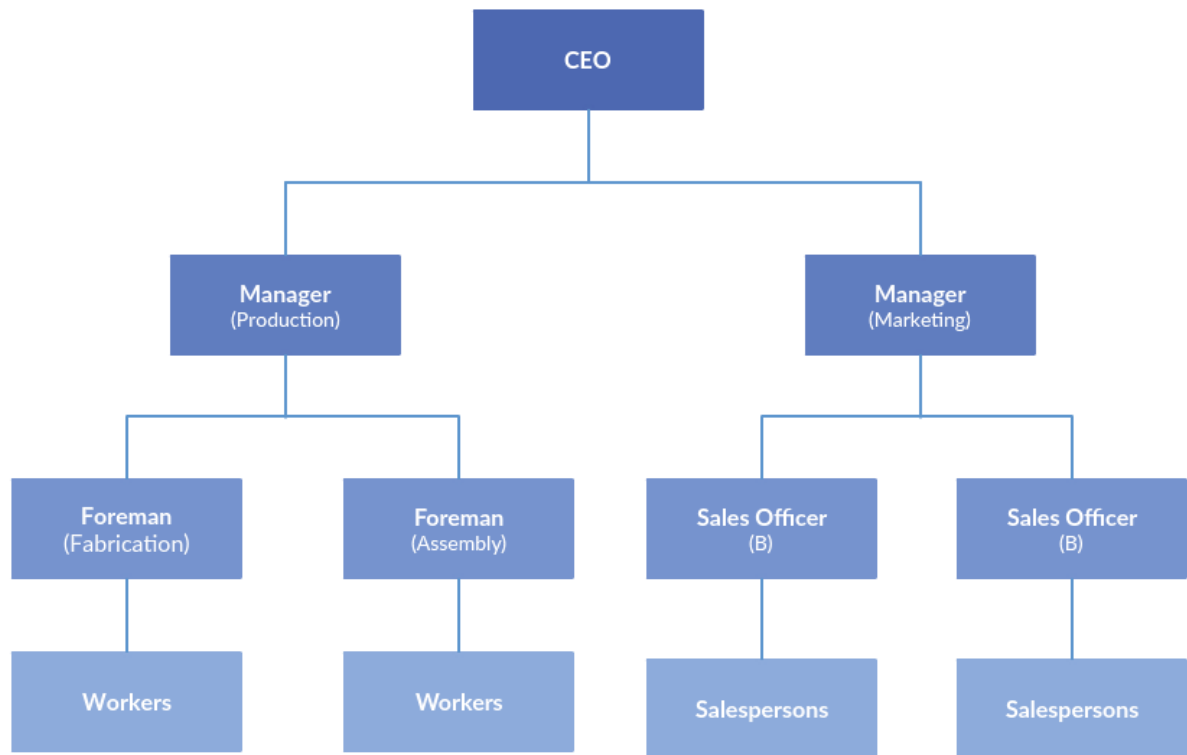


Figure 23: Management structure creately.com

Behaviour protocol (code of conduct)

A code of conduct has to be established which will help in giving the personnel their guidelines for behaviour. This can cover:

- Mode of dressing
- Time (reporting time)
- Principles and values of the organization.
- Modes of communication within the organization
- Official language
- Modes of referral (who to contact in case of anything)
- System of addressing a complaint against colleagues and clients
- Safety measures in the workplace.
- Terms for termination

Communication guidelines

The organization should take time to explain to the beneficiaries what the communication channel to use of what problem or inquiry they might have. The guidelines include:

- Contact list e.g. Child line Kenya Helpline 116
- Procedures for reporting
- Feedback on services given
- Identify protection doing reporting

Reporting and reaction guidelines

In case of an occurrence the staff should do the following;

- **Understand the form of abuse being presented**

If it is a police case, the members of staff should wait for the instructions from the receiving end i.e. the police. The children should be made to feel safe i.e. taken to a safe house or home until absolute safety is confirmed.

- **A medical report should be provided**

If the organization deals with legal matters then they should open a case for the incident, if it is for protection and prevention, the organization should be able to offer the proper support needed. The family or relatives of the child should be informed and the whole process explained to them. If the child is going back to the same environment, the primary caregiver should be taught how to handle the child.

Develop a ramification of misconduct document

This will stipulate what happens to a staff member in case of misconduct against a client/beneficiary or against a staff member.

Misconduct against a beneficiary/client

If a beneficiary is reported to having been mishandled or procedures were not handled well by a particular staff member, he/she should be suspended until further notice while investigations are done. It is upon the organization to decide whether the suspension will be with or without pay. This document should also guide what happens if found innocent or when found guilty.

Misconduct against fellow staff member

The ramification of misconduct document against a fellow staff member should state: Day of incident, time (if possible), type of misconduct, procedures for investigation, procedures for post investigation (if the person is found guilty or innocent) and if the staff members is suspended or not.

Importance of child protection

Children require to be protected in order for them to

- **Survive:** All children have a right to survive (life) which is basically ensuring that they are provided with proper nutrition and health care.
- **Develop:** It is the basic right of every child to go to school and gain an education. It is their right to play and explore their talents during their leisure time, every child should also be taken care of in a way that encourages friendship, tolerance and comprehension in other areas of their interpersonal development.
- **To be protected:** Children require to be protected from all forms of abuse, neglect, exploration or any risky behaviour that may be a danger to their lives.
- **To participate:** All children have a right to Religion/creed, thoughts and opinions. Knowledge and expression.

Table 19: Table showing forms of child abuse with their indicators

FORM	INDICATORS
Physical abuse	- Bruises, burns that are recurrent - Bold spots, bite marks - Unexplained or untreated fractures - Untreated injuries - Fear when going home - Withdrawal during play - Aggression - Self-harming e.g. hair pulling, excessive nail biting, cutting
Emotional Abuse	- Regression - Self-harm - Delinquency - Seeking attention during inappropriate times - Bed wetting - Misplaced emotional reactions e.g. laughing when others when crying
Neglect	- Untidiness - Tardiness - Malnutrition - Hunger that is constant - Compulsive tendencies e.g. stealing
Sexual	- Self-harm - Withdrawal - Outbursts of crying - Aggression/ irritability - Nightmares - Strained relationship - Enhancement of sexually linked activities - Low self-worth, confidence and esteem

Physical Abuse: It is the presence of an injury on a child that is done intentionally or could have been prevented but was not

Emotional abuse: It is the ill treatment of a child through rejection, or use of abusive language when addressing the child which will in turn affect the child's behaviour around other people.

Neglect: It is the lack of concern by a primary caregiver in all areas of the child's well-being

Sexual: It is the exploitation of a child sexually by an adult or another child and is not consensual. This is for the abuse's satisfaction of exposure to sexually linked activities

4.3 Child abuse response program is developed as per SOPs

What is a response plan?

This refers to all the actions that take place in the emergence of an incidence. There are 3 steps to take when creating a proper and effective response plan. (Also known as 3Cs)

Check

The personnel of the response programme should do the following;

- Keep calm.
- Listen and believe the child.
- Allocate enough time for the person to state, react and fathomed the incidence.
- Reassure the child that reporting is important and that it was the right thing to do.
- Talk about the limits of confidentiality i.e. who you will report to and why.
- Act immediately.
- Record the incident and start tabulating a progress report.
- Explain to those involved including the child what to expect during the process.
- Also ask yourself;
 - i. Is the child in immediate danger?
 - ii. Is the person in question in close proximity to the child?

Call

It is the duty of the organization to call the relevant authorities especially if the case was reported to the organization first. The staff should follow the communication procedures as per what the organization states on reporting.

Care

As an organization the following has to be in play:

- Where does the child stay currently? Is he or she staying with the alleged person?
- Is the case too sensitive that the child requires to go under witness protection?
- What form of abuse was it? How can the child heal?
- Was the child of school going age? Can they go back to the same school? Can the child be assessed for the extent of damage done?
- Where can the child receive therapy from?

4.4 Monitoring and evaluation framework are established as per organization policy

A monitoring and evaluation framework is a table that illustrates the measures used in a way that determines the program's success.

Steps in developing a framework according to UNHCR guidelines 2003

- i. Establish the purpose of M & E for each part of the organization
- ii. Determine the tools for reporting
- iii. Assess the methods to be used for defining indicators

- iv. Clearly define the objectives, variables, results
- v. Determine the channels in which the information can be shared
- vi. Determine the means of determining frequency, time, information gathering and allocation of resources

Table 20: Table showing Monitoring and Evaluation framework

	Definition (How it is calculated)	Target (Current value)	Frequency (How often will it be measured)
Goal	Number of cases with success stories (out of 10)	5/10	Monthly
Objectives	100% success rate in children going back to school	50%	Every 3 months
Results (including tools used)	Therapy Surveys Interviews Questionnaires	100% 50% 100% 20%	Every 2 weeks

A good M and E framework will help the organization achieve more and assist in encouraging the staff to come up with better strategies for achieving the desired outcomes.

Qualities of a good monitoring and evaluation framework

- Analysis of data and its understanding is made easy.
- Helps in planning of future policies, strategies, and activities.
- Highlights the achievements of goals and classifies them in either long, short or medium possible outcomes.
- Shows how activities will lead to the desirable results and these can be explained using charts, graphs and pie charts.
- Shows the relationship between external factors and the activities in place

Questions to ask when developing a framework

- How will I gauge the progress made?
- What are my objectives?
- What activities require proper monitoring?
- What are the outcomes of the assessment?
- What questions need to be answered specifically?
- What variables determine the success rate?

4.5 Resource mobilization strategies are established as per organization policy

Resource mobilization is the process of successfully obtaining new and additional materials or resources with an aim of maximizing the resources already put in place in an organization or institution.

Steps in establishing a proper mobilization strategy

- i. Identify stakeholders which is a continual process often done through fundraising and proposal writing, submission and bidding.
- ii. Capacity building of influencers, decision makers and policy makers of the Programme.
- iii. Establish appropriate measures that will help the organization with its negotiating skills especially during meetings with donors.
- iv. Determine a workable method of managing the resources and making reports on them.
- v. Establish a proper channel of communicating reports.

Resource mobilization also looks at the use of present resources in a cost effective yet timely manner. These often greatly influence the possible outcomes and their successes. Designing an effective resources mobilization plan requires the following;

- Strategic framework and SOPs
- Approach of clients and the coordination involved
- Select the priority needs of the organization
- Create an accountability platform
- Create a channel on how to acquire and maintain additional resources
- Comprehensive delivery reports

Resource mobilization strategies for child protection.

Organizational resources include;

Human Resource (capital)

This appertains to all members of staff. The personnel sourced for need to be competent in their areas of expertise. Members of staff can be grouped into; skilled and unskilled personnel.

Skilled personnel

These are professionals who earned their positions through merit e.g. program manager, nurse, psychologists etc. They are normally the main staff and would often take part in the generation of guidelines and policies, implementation of programmes within the organization as well as perform tasks in relation to M & E within the guided roles. They are hired permanently or through contractual basis.

Unskilled personnel

These are also known as support staff. They help in making easier for skilled staff by ensuring the work place environment is conducive through cleaning, sending mails or letters (messengers), etc. Volunteers and interns are often classified as unskilled personnel since their contacts are quite temporary.

b) Equipment and infrastructure

The types of equipment needed in a response centre for example a helpline may include;

- Motherboard
- Telephones and mobile phones
- Headsets
- Computers
- Internet connectivity

These will help the organization run smoothly with procedural reporting being completed. The infrastructure for such an establishment may include;

- An accessible office
- Helpline/control room
- Supervisor's office
- Changing rooms

These will help the organization's personnel and beneficiaries to feel comfortable during their 'stay' at the organization.

13. Financial resources

Fundraising

This is a campaign whose primary purpose is to raise funds/money for a particular organization

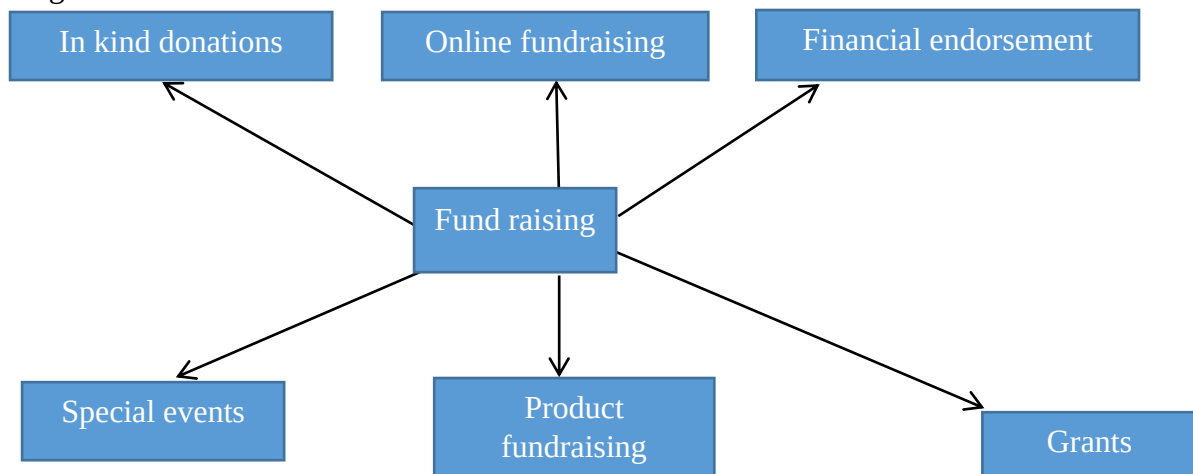


Figure 24: Fundraising

Conclusion

This learning outcome was able to highlight child protection policy development explaining in detail how one can establish a fully-fledged organization. The child abuse protection programmes, its development and establishment of a resource plan is paramount especially when cases of child abuse are still rampant in our society. It further shows us how to develop a proper monitoring and evaluation framework which will guide the implementation of the resource mobilization strategies that the organization will have.

Further Reading



Read more on child protection mechanisms from;

1. Read further Resource mobilization strategy (2015-2019) from Network of African National Human Rights Institutions (NAHRI)
2. Read further on child protection policy development from Global Schools Forum (2018)

15.3.5.3 Self-Assessment



Written Assessment

1. What provision provides the local authority's key duty to investigate child abuse?
 - a) Children's Act 2000
 - b) Children's Act 1990
 - c) Children's Act 2001
 - d) Children's Act 2020
2. Which of the following is not a form of Child abuse?
 - a) Rejection from parents
 - b) Ridicule and abusive language by caregiver/parent
 - c) Provision of good hygiene and clothing
 - d) Watching sexually explicit content with a 12-year-old child
3. It occurs when a child gets injuries that are not explainable, the child has repeated fresh wounds that do not seem to heal. This form of abuse is?
 - a) Bullying
 - b) Punishment
 - c) Physical
 - d) Neglect
4. Failure to show love or concern to a child is?
 - a) Tough love
 - b) Neglect
 - c) Sexual abuse
 - d) Discipline
5. Which is not a step in establishing a resource mobilization frame work?
 - a) Identification of key stakeholders
 - b) Having proper communication channels
 - c) Standardized services
 - d) Establishment of appropriate measures
6. The following are the 3Cs in a response plan. Which one is not?
 - a) Care
 - b) Channel
 - c) Check
 - d) Call
7. Children need to be protected in order for them to_____.
 - a) Develop
 - b) Survive
 - c) Eat and sleep
 - d) Participate

8. Create a child protection response plan.
9. Illustrate the role of training as a requirement in the development of a child abuse protection programme.
10. Evaluate withdrawal signs in a child abuse case.
11. Describe the similarities and differences between neglect and emotional abuse.
12. Identify key components to include in a child response plan.

Oral Assessment

1. Describe the steps required in the creation of a framework.
2. Summarize the 3Cs in response planning?

Case Study Assessment

Cynthia comes to your organization crying. She looks untidy and her dress is full of mud. When the receptionist who is male tried to talk to her, she started screaming. On her arms there are several bruises and you also noticed a limp/ as you tried to assist her to the car, she started bleeding and shivering.

15.3.5.4 Tools, Equipment, Supplies and Materials

- Flipcharts.
- Projector.
- Power point.
- Kenya constitution booklet.

15.3.5.5 References



Jones L (2011) Child Protection Case Management in Dadaab.

Kenyan constitution (2010) Bill of Rights. Article 53, Kenya. Kenya Gazette

UNHCR, (2013) Child Protection checklist protection in Emergencies Toolbox.

15.3.6 Learning Outcome No 5: Conduct home assessment

15.3.6.1 Learning Activities

Learning Outcome No 5: Conduct home assessment		
 Learning Activities	Special Instructions	
5.1 Develop an assessment tool to conduct social enquiry/ investigation for both children in need of care and conflict with law 5.2 Conduct social enquiry as per organization policy 5.3 Analyze finding based on social enquiry 5.4 Prepare reports as per organizations	Observation Discussion Role play	

15.3.6.2 Information Sheet No15/LO5: Conduct home assessment



Introduction

The learning outcome covers: Development of assessment plan and tools for social inquiries (both children in need of care and protection and those in conflict with the law), conduct social inquiries (family and community level and social inquiry reports).

Definition of key terms

Policy: Policies are a set of principles and rules that govern a given institution or organization. They are procedures that are set to make employees understand the organizations beliefs, views and values on given issues.

Social inquiry: It is an integrated process of examining social issues and ideas that affect children in need of care and protection and even those in conflict with the law

Assessment: Refers to the process of collecting evidence and making judgements on whether competency has been achieved,

Content/Procedures/Methods/Illustrations

5.1 Assessment tools to conduct social enquiry/investigation for both children in need of care and conflict with law are developed as per SOPs

An assessment tool refers to a complete set of various ways of documentation that is required to collect data. These tools include observation, verbal questioning, class discussions and use of journals.

Examples of assessment tools used in conducting social policy

- Make assessment routine: This improved the understanding of learning needs of the children and how to address these needs. It also creates opportunity for structured agreement between the teacher and the student.
- Assisting with data collecting: This will help in providing number of services to the children who are in need, care and also those who are in conflict with the law.
- Helps making assessment in the areas of need: These areas will include children in need of care varying from the rural areas then coming up with the appropriate way in solving the situation.

Observation as an assessment tool

Observation is the process of monitoring and observing something or someone. It is majorly a report based on what one has seen or heard. Observing the children will help in understanding those in need of protection and care.

Importance of observation

- To establish and know what children can do and to realize their needs so as to appropriate means to address their needs.
- Observation helps in understanding of children's interests, skills and their capability on different fields.
- Helps in understanding the needs of children. This is also applicable to children with disabilities where they can be handled with extra care.

Skills required during observation

Listening skills are much required so as to capture every word necessary for documentation. Collective evidence is also the basis of quality observation. How to develop assessment plan through observation as a tool of assessment. Observation helps in developing assessment plan through identifying the barriers and reporting crimes associated with children in conflict with the law. This either can be a child denied to access right education by parents.

Questioning as a tool of assessment

Questioning refers to the ability to ask from a given official context so as to gain the understanding on the needs of children, care and their protection.

Importance of questioning

- Helps in finding out what children already know and knowing what to inform them
- Helps in boosting what children already know and their learning goals
- Identification of gaps and knowledge and capacity of understanding
- Developing assessment plan through questioning.

According to our social inquiry, development of assessment plan through questioning is achieved through paper analysis of the replies and feedback from the forums. In case of any negative observation, the necessary and appropriate measures like reporting the case to children's office or in court.

Steps in developing assessment tools for children in social inquiry

When developing assessment tools for social enquiry there are three main steps;

i. Planning

First one should consider that a learner has the skills and knowledge to perform an identified task. One should identify all the requirements a learner need to show to demonstrate competency. When determining the assessment method, one should consider who will collect the evidence and where will the assessment be conducted.

ii. Design and Develop

An assessment tool comprises a number of components which ensure assessment is conducted in a manner that is reliable, fair, valid and flexible. These components include; context and conditions of assessment, outline of evidence and where will the assessment be conducted.

iii. Quality Checks

Several checks are required before implementing s new assessment tool which include:

- Reviewing the tool with other assessors, who have skills and knowledge in vocational training and learning, including competency-based training and assessment?
- Trailing the tool before it is used by learners test the effectiveness of the tool without affecting a learner. Includes selecting a group of individuals who have similar characteristics to, and level of potential of the target learner group

Social enquiry is conducted as per organization policy.

Social inquiry is where a specific topic aims at a certain social issue which leads to some social action. Organization policy on the other hand refers to roles of conduct that govern organizations. These roles are established so as to control how one behaves and procedures that explain how to perform a given task step by step.

Methods of conducting social inquiry

• Home visits

Social works pay home-based visits. This is accompanied by speaking to parents or guardians and also teachers or adults who have knowledge of the present, past and conditions under which a child committed an offence if in position the social work makes recommendations to sentencing. This is most applicable where there are cases of juvenile offenders. During these visits, social works identify the affected children and offers appropriate measure to the concerns as per the organization policy.

- **Family level**

This is the micro level a social work inspects and it is the smallest levels of interaction. This may include one-on-one with children and parents. The social work might also study norms and how children's sporting clubs are organized. Parents are supposed to provide basic needs and all rights that offer a child protection and care. Children with disabilities should also be provided with extra care and parents also to register them with organizations that take care of them.

- **Community level**

A community is a group of individuals who share attributes or something in common. Community level indicators offer objective measures of results. A community should expose issues of child protection is seen and that children and families know where to be attended in case of help due to violence or sexual assault. When adequate protection structures exist, most appropriate solutions are available. Community based child protection groups are at the leading position in addressing cases of child protection

Importance of conducting social enquiry

- Conducting social enquiry prepares the brain for deeper learning. This helps students gain information continuously. Raising curiosity makes students about something at start of a lesson prepares the brain for learning.
- Increased understanding through inquiry-based learning helps one make connections of their own. Curiosity may help them understand deeper in context. Here the student understands how the formula works.
- Conducting social enquiry helps in promoting engagement. This happens through the exploration of different topics, ask questions and understand more effectively before making conclusions.
- There is creation of love for learning. This is seen when students can exercise autonomy upon the learning process. This brings more engagement which helps in developing the interests of learning on higher level.

Findings are analysed based on the social enquiry

Findings refer to the result of an investigation or an enquiry. How to analyse findings based on the social enquiry;

- Community at large has to play a role in ensuring appropriate measures are taken concerning the children in conflict with the law. This is much productive with the help of a social work.
- Policies and laws that protect children should be strengthened to minimize the cases of inadequate protection of children and care for. In the cases of juvenile offenders, appropriate recommendations and sentencing as per the depth of the crimes committed.

- The community should understand that children in conflict with the law are not criminals and rather the appropriate process should be taken upon them by juvenile justice system.
- Home visit are important since one gets the best information and also a social work is able to have a one-on-one conversation with the affected child or children.

Importance of analysing finding

- Analysis of data summarizes collected data. It contains the interpretation of data collected through use of analytical and logical reasoning to determine relationships, patterns and trends.
- Importance include;
- Cuts costs of operation
- Analysing findings is much helpful if one wants to have a smooth and effective run project. One is able to determine the sectors where unnecessary financing and areas in need of more financing.
- Helps in problem solving
- Every problem arising in a project can cause a great halt in operation of the project. Analysis of findings helps organization to make an informed decision and providing helpful information.
- Analysis of findings helps to determine what forms of advertising reach out effectively. One can also be able to realize the costs one is going to incur.

Report is prepared as per organization

A report is documented information written in an organized format for a specific purpose. Reports may include graphics or periodicals. Report is aimed to present information in an organized format.

Social inquiry report

Refers to a reporting explaining the social phenomena where it is a tool that helps the court in bringing judgment on the sentence applied to young people in less than 15 working days.

Format for presenting social enquiry report

- Front sheet; refers to front sheet containing details of the project, timescale of the project and amount of finances contributed by each party.
- Analysis of the offence which includes effects of the offence on the victim. This includes a social work or a probation officer in understanding more the offence committed by children in conflict with the law.
- Assessing the young person; this includes questioning the child in conflict with the law and collecting necessary information before making a judgement.

- Assessing risk to the community which includes cases of the offender committing another offence or harming themselves. This is done to the victim and community at large.
- Conclusion which includes proposal for judgement or sentencing which can be done by social work or advance it to court.

Monitoring of social inquiry report

The number of the reports completed must be monitored within specified time limits and reported.

Importance of preparing social enquiry reports

- Reports communicate which has already been compiled as a result of research work and data analysis and of the issue.
- Reports often cover a wide range of topics, but mostly focuses on transmission of information with a clear purpose to the specific audience.
- The inclusion of recommendation is another reason why report are common form of writing in industry as the recommendation are useful for decision making.
- Mostly reports are structured in way that reflects the information finding process and the writing of the findings.
- Social enquiry reports as per organization process
- Record data that request was made, and the date that the court need the report by, make a note if the young person has been told to comply with a bail condition and record indicated level of report, the responsible person is the court duty officer.
- Interview young person and take all relevant details, address, school attendance, availability parental consent forms. Electronic records are done.
- Draft and type report and ensure SER quality is arranged. This is done by report writer.
- Go through the report with young person and parents.

Conclusion

The learning outcome covered; the assessment tools to conduct social enquiry in investigating both children in need of care and protection and those in conflict with the law and the social enquiry report.

Further Reading



Read more on:

1. The approaches of Social enquiry from Norman Blarkie, 2007, 2nd Edition Approaches to Social Enquiry

15.3.6.3 Self-Assessment



Written Assessment

1. Among the following which one is not a tool of assessment?
 - a) Observation
 - b) Class discussion
 - c) Barazas
 - d) Questioning
2. The following are the importance of observation except one, which one?
 - a) Understanding child's rights
 - b) Knowing what a child can do
 - c) Understanding children's interests
 - d) Knowing children's needs
3. Identify the correct definition of assessment?
 - a) Process of collecting information and making a judgement
 - b) Ability to ask about something interesting
 - c) Process of monitoring and observing something
 - d) Act of discovering something
4. Among the following, identify the one which is an assessment tool?
 - a) Qualitative analysis
 - b) Quantitative analysis
 - c) Drams
 - d) Observations
5. In developing assessment tools for social enquiry, three main steps are required, which one is not among them?
 - a) Planning
 - b) Design and Develop
 - c) Social enquiry
 - d) Quality checks
6. When is it appropriate to conduct home assessment?
 - a) When a child is in need of care and protection?
 - b) When a child has all the basic needs?
 - c) When parents report children in conflict?
 - d) All of them
7. Which of the following is not a part of format of social enquiry report?
 - a) Assessing young people.
 - b) Analysis of offence.
 - c) Analysis of case study from courts.
 - d) Front sheet.
8. Illustrate the format for presenting social enquiry report.
9. Explain why it is important to analysis social enquiry report findings.

10. Discuss any two tools of assessment and state one importance for each.
11. Explain one method of conducting social enquiry.
12. Briefly define the term report and state the importance of preparing social enquiry report.

Oral Assessment

1. What are the tools of assessment in conducting social enquiry?
2. What is the meaning of social enquiry?

Project Assessment

What is the expected long-term outcome for home assessment for conducting a project on social inquiry for children in need of care and protection and those in conflict with the law? Discuss what can be done to sustain the project.

15.3.6.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped simulated operations training office
- Video cameras
- Tablets
- Smart phones
- TFT screen
- Recorders

15.3.6.5 References



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Murdoch, K. A. (2004). What makes a good inquiry unit? Education quarterly, Australia Autum.

15.3.7 Learning Outcome No 6: Carry out child problem remedy

15.3.7.1 Learning Activities

Learning Outcome No 6: Carry out child problem remedy		
 Learning Activities	Special Instructions	
6.1 Empower parents and caregivers to give adequate prevention and support as per SOPs (economic empowerment, parenting education, public education programs on child support and establishment of community-based referral and reporting mechanisms) 6.2 Strengthen the community-based child protection system as per organization policy 6.3 Strengthening former child protection as per organization policy 6.4 Enhance network and collaboration of child protection policy as per organization policy 6.5 Establish referrals and reporting pathways and strengthen them as per SOPs 6.6 Empower children with life skills as per SOPs 6.7 Develop an individual care plan for children in need of protection as per SOPs 6.8 Develop and implement treatment plan for children in need of protection as per organization policy	Case study	

15.3.7.2 Information Sheet No15/LO6 Carry out child problem remedy



Introduction

The learning outcome covers: Parent and caregiver empowerment programmes , the establishment and strengthening of community based and formal child protection services, networking and collaboration of child protection systems, strengthening of referral and reporting pathways, child participation and resilience building programmes, development and implementation of individual care plan (ICP) and individual treatment plan (ITP) for children in need of care, protection and in conflict with the law.

Definition of key terms

Empowerment: It is the giving of skills, resources, authority, opportunity, motivation as well as holding people responsible and accountable for outcomes of their actions as bodies that responsible for making decision and formulation of policies for them.

Child protection system: Are certain formal and informal structures, functions and capacities that have been assembled to prevent and respond to violence, abuse, neglect and exploitation of children.

Child protection policy: are guidelines put in place to create safe environmental conditions for children. It also demonstrates the commitment of child protection bodies to children and ensures public confidence in its safe practices.

Content/Procedures/Methods/Illustrations

6.1 Parents and caregivers are empowered to give adequate prevention and support as per SOPs

Parents and caregivers are empowered to be able to make decisions for him/herself. This is done during the development of “C6” that is Confidence, Community, Context, Completeness, Committed and Competence.

Importance of empowering parents and caregivers

- They are able to listen to their children in order to know their needs
- To understand their children needs and always ready to help
- Empowered parents are able to eradicate poverty by having the confidence to work in all developmental sector to cater for themselves and the children
- It enlightens parents and caregivers on child right while increasing their ability to spot child abuse

Strategies for empowering parents and caregivers

- Through Awareness Creation

As empowered parents and caregivers you have to create awareness on child protection within your immediate community. This can be done by mobilizing the various community leaders to give them education and training on the importance of child education, consequences of not ensuring they reduce poverty, water and air pollution, prostitution and armed robbery in the community.

- Training
- Child protection campaign
- Forming caregivers support groups

When can empowered parent/ caregivers give supports?

- When the child is abused
- When choosing or selecting their career
- When the child rights are violated in the society

6.2 Community based child protection systems are strengthened as per organization policy

When to use community-based child protection

- When there is lack of awareness at the community level about strategies for keeping the child safe
- When the child is at risk/threats or when the environment in which the child finds himself is threatening to his life
- When the already existing child protection agencies are not able to provide adequate safe environment for the child

Strategies for strengthening community-based child protection system

- Mapping
Conducting house to house assessment with community leaders to identify where the children are exposed to risk. Assess if there is already existing mechanism or system that support children who are at risk. Indicate various local services provider and support mechanism. Woman groups, place, teachers, gender central. When to give support to community-based child protection to strengthen their community
- By providing education and training to facilitate others to discuss various protection challenges in the community and strategies
- Involvement of various already existing humanitarian agencies to identify gaps that are existing in the community-based child protection
- Identifying the risk and unwanted children who are neglected in the society. These include children with disabilities, abandoned babies without identification and children who are not going to school due to poverty
- When the affected victim is neglected and care is not given by making cases to referable or helping children to access support services

6.3 Formal child protection is strengthened as per organization policy

Formal child protection occurs when leaders and practitioners take a holistic view and interactions implementing child policy. This can be achieved through the following means;

- Creating relationships between parties involved and many different elements to ensure accountability
- It can also be achieved through the political good will of the top management. This is the top management accepting the policy to be their own and supporting it with their resources and allowing democracy to be working at its best
- Conducting maintaining and education of various child protection policies to ensure better protection of the children. This will explore or look at the existing attempts put in place to strengthen the community child protection policy

- Strategic planning of budget and finances in order to sustain the running of the child protection policy. It opens up various ideas on resources mobilization with realistic planning
- Strategic to handle/ to sustain child policy projects in emergency situations. This looks at various effects underway in conflict situation and natural disasters to strengthen national child protection
- Assessment of social services warfare to ensure the child protection is allowing vulnerable children and families to be well catered for. This includes various actors in the community volunteers as well as professional workers

6.4 Networking and collaboration of child protection policy is enhanced as per organization policy

Child protection policy is ensuring children are free from violence environment such as exploitation, abuse and neglect. How to enhance network and collaboration to ensure the skills protection includes the following;

- By facilitating environments and forums for networking with the community leaders. This can enhance the community leaders to feel owning of the projects.
- Creating collaboration among various public agencies will improve service delivery and the relationships between children and families who deals with multiple organisations

6.5 Referrals and reporting pathways are established and strengthened as per SOPs

Child protection policy is ensuring children are free from violent environment such as exploitation, abuse and neglect. Child protection referral system provide solutions for addressing child protection issues at the local level by local actor. How referral pathway is established

- There are two reporting pathways. This includes internally and externally
- Reporting cases of child abuse by parents to the appropriate social services for proper action
- Abuse child parent repeating the case to the appropriate social services for proper action
Externally
- The policy also helps the abused to the investigating authorities for action to be taken

Ways of strengthening referrals and pathways

- Introduction to incentives to motivate the workers thus improving work efficiency and effectiveness
- Conducting of training sessions to improve skills and knowledge of workers in dealing with children
- Formulation of government policies to reinforce and improve quality of services to children

- Establishment of adequate children shelters to help offer basic needs thus facilitating proper development in mental, social and physical aspects
- Creating of awareness to the public on the importance of protecting children from all forms of abuse, discrimination and exploitation

6.6 Children are empowered with life skills as per SOPs

Life skills is the ability for the child to adopt a positive and good moral behavior in the society. This enables the individuals to deal with life challenges in our daily lives. Why children should be empowered with life skills. This will help the child to learn to be independent and become self-sufficient. How will it empower a child? It helps parents and caretakers to play an action role in teaching the child to be self-confident at home and in the community. It also improves the child concentration in things around him/her.

Importance of empowering children with life skills

Children can be empowered with life skills by taking them through the following ways.

- **Skills development:** This can be done by demonstrating various social skills such as, how to deal with your friends, how to relate with others, how to overcome basic life challenges. This can be done in education environment, at home or within the community. This develops their socio-emotional skills
- **Basic self-development:** This is how you give the students basic home skills, morals that are acceptable in the society. Give examples of deviant behavior in the society.
- **How to earn opportunities in the society:** Demonstrates how when child is empowered will be able to grab every opportunity that comes his/her way. They will have self-confidence, eloquent in delivery and will be able to “standout” in the society.

Who empowers children?

- Parents
- Teachers
- Elders’ community
- Religious leaders
- Mentors
- Government institutions

Skills children need to be empowered

- Creativity
- Critical thinking
- Decision making
- Active listening
- Team work

- Flexibility/ adaptability
- Problem solving skills

6.7 An individual care plan for children in need of protection is developed as per SOPs

The individual care plan for children is to ensure the safeguarding and promoting of the interest of the child. This ensures the child is safe and prevent them from suffering further harm. How individual cares for children is developed

How to develop a child care plan?

A care plan is a detailed and live document which describes the overall aims and desired outcomes for the individual child, based on a thorough assessment of their needs.

Steps in developing a care plan

- i. Gathering of information (through discussions) what the child needs, possible problems, solutions, impacts of the caregiver to the child
- ii. Identify a list of medical, safety and emergency considerations
- iii. Outline of a child's accommodation plan of a daily basis
- iv. Identify short-term and long-term goals
- v. Documentation of the care plan

6.8 Treatment plan for children in conflict with the law are developed and implemented as per organization policy

Child treatment plan is a detailed plan tailored to the individual patient in their treatment. Strategies used to develop treatment.

- Building a protective environment for children: This can be achieved through the following ways.
- Government commitment and capacity: These include the promoting and supporting of policies that encourages the use of liberty. This ensures the juvenile also requires the efforts to make to prevent children from coming into conflict with the law
- Enforcement of legislation: National law needs to be revised to conform with the international standards in the area that will ensure no exploitation of children. Iv.) Attitude custom and practice. This deals with ensuring the establishment that can favor option favors tougher Responses and harsher sentences.

Protection of children in conflict with the law.

- **Counselling:** Take a child who is in conflict with the law to a children counsellor for counselling. This will help the child to get relief of the situation.
- **One on one conversation:** This can be done when the child get trust and can confide in the teacher say comforting words to comfort the child e.g. If the

child is involved in sexual harassment but do not want to involve the parents, how to direct her to get the right direction to get help.

- **Capacity building:** This includes training of heads in various level focal points on how to address juvenile cases
- **Creating awareness:** This is to enable the children in conflict with the law to be able to come out to lodge their complains to the various focal points for action to be taken.
- **Training of various heads to handle such cases:** Conducting training courses for all heads to enable them to channel to the right department for action to be taken.

Conclusion

This learning outcome covered: Parent and caregiver empowerment programmes , the establishment and strengthening of community based and formal child protection services, networking and collaboration of child protection systems, strengthening of referral and reporting pathways, child participation and resilience building programmes, development and implementation of individual care plan(ICP) and individual treatment plan (ITP) for children in need of care, protection and in conflict with the law.

Further Reading



Read more on child problem remedy:

1. Enhance network and collaboration of child protection policy by the US department of Health and Human Services (2010)
2. Evans S (2007) Youth sense of community: voice and power in community context, journal of community psychology, 35.no 693-709

15.3.7.3 Self-Assessment



Written Assessment

1. Which of the following describes a child?
 - a) 16 Yrs. and below
 - b) 18yrs and above
 - c) 18 yrs. and below

2. Which of the following best describes an empowered person?
 - a) One who can talk confidently?
 - b) Who speak a loud?
 - c) Who is economic empowered?
3. How do you develop individual care plan?
 - a) Consulting question on them
 - b) Taking the various for the child and families
 - c) Policy question on them
4. Empowered children with life skills?
 - a) Make them lazy
 - b) Able to build their confidence
 - c) Able to take decision
5. How can community-based child protection system as per organization policy
 - a) Reading community leaders
 - b) Mobilizing children and talking to them
 - c) Using various stakeholders
6. Who needs to be empowered?
 - a) Your parents and caregivers
 - b) Yourself
 - c) Your community
7. Can economic empowerment alone build development?
 - a) True
 - b) False
8. Discuss ways in which referrals and pathways can actually meet the basic needs of children placed under their care?
9. Discuss various stakeholder's in-charge of strengthening the community-based child protection in your community.
10. Explore ways in which the government can help in eliminating of children issues in your community.
11. In your own words, explain how to ensure how a child problem is carried out in your community.
12. Discuss the various advantages and disadvantages of life skills.

Oral Assessment

3. In what ways can child protection services ensure quality services to all children?
4. In your own opinion, would you say that the government has done enough in terms of enhancing collaboration and network of children protection policy?

Project Assessment

Assuming you have been assigned to your county children's office;

- a) Identify the various procedures to address children's in conflict with the law.
- b) Show how the social service workers will identify the cases
- c) What remedy/solutions are given to such children?

15.3.7.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped simulated operations training office
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders

15.3.7.5 References



Burton and Kalgan (1996) Rethinking empowerment shared action against powerless
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Cornell Empowerment Group (1989) Empowerment and family support

Zimmerman M.A (2000) Empowerment theory: Psychological organizational and
community level of analysis “Handbook of community psychology” 43-63

15.3.8 Learning Outcome No 7: Undertake follow up activities

15.3.8.1 Learning Activities

Learning Outcome No 7: Undertake follow up activities	
 Learning Activities	Special Instructions
7.1 Monitor child protection activity as per SOPs 7.2 Review individual care plan as per organization policy 7.3 Implement joint monitoring and reporting of child protection systems (area advisory council) as per organization policy	Discussions Role plays Question and Answer Participatory rural appraisal Books on Child protection activities

15.3.8.2 Information Sheet No15/LO7: Undertake follow up activities



Introduction

The learning outcome covers: Monitoring of child protection, activities review of individual care plan, implementation of joint monitoring and reporting of child protection system.

Definition of key terms

Child protection system: Formal and informal structures, functions and capacities that have been assembled to prevent and respond to violence, abuse, neglect and exploitation of children.

Organisation policy: They are guidelines of an organization.

Child protection activity: are acts aimed at protecting children from violence, exploitation, abuse and neglect.

Content/Procedures/Methods/Illustrations

7.1 Child protection activities are monitored as per SOPs

Child protection activities are activities that are aimed at setting rules, policies, regulations in all social sectors especially social welfare, education, health, security and justice to support and prevent underage from risk or harm. The protection activities tend to help in lowering risk that the underage is likely to face. The activities tend to be monitored to ensure the social welfare of the underage is secure; there are various standard operating procedures that are necessary in the monitoring of child protection activities. Child protection activities need to be monitored to ensure children are safe from harm.

The following are the methods for monitoring child protection of child activities;

- Visiting homes or areas where children of underage are;
- Assessing how the child lives and activities he or she undertakes.
- Identifying and dealing with the problem that child face
- Regular meetings with personnel and children to check on their welfare
- Ensuring that child protection policies and procedures are followed.

The aspects monitored during child protection activities include;

- **Emotional support or status:** This is key in determining protection of a child. It reveals the current system of depression, grief, anxiety and suicidal thoughts. One may be able to know how to take care of and protect a child from these
- **Nutrition:** The proper nutritional status is widely recognised as a significant factor in child's security. There is need to have a well-fed child and the current fluids and food he or she takes is proper for their well-being
- **Safety issues:** The environment where the child is needed to be is that which is secure and free from lightening, there should be conducive environment for a child which is free from hazardous materials and possible harm
- **Social activities:** Changes in level or types of social activities are generally present during the period of illness and disability. Therefore, children need to be put under insurance cover such that in case they are affected by calamity, there is a way to aid or help the child come out of risk
- **Potential for rehabilitation:** There is need to rehabilitate or put under care children with permanent and progressive disability. This is to help children improve on their condition or have them placed free from stigma
- **Problem identification:** There is need to identify and get to familiarize with the problems that children face. One has to be keen to see any negative change in the life of the underage and this will help in solving those problems that children may get hard to overcome.

7.2 Individual care plan and treatment plan is reviewed as per organization policy

There are various guidelines in individual treatment and care plans for children. These are aimed at safeguarding the rights and welfare of children through implementation of various policies, coordination, supervision, and delivery of various services that see the child is safe in the society. In order to lay an individual care plan for a child, there is need to collect the facts of history of the child and conduct a personal discussion with the child about the child's future goals, emotional needs, medical needs, education needs and recreational needs. Individual care plan tends to help one evaluate the child and prepare him or her to cover all aspects of physical, emotional, and mental growth. The plan aims at also finding out the progress made by the child in all aspects and give proper guidance on what is good and what is bad when it

comes to the child's security and in building their future. There is need to indicate the progress of child in every step of their lifespan.

Individual treatment plans are documented to always help in providing well-rounded care of children. Treatment plans are blueprints to outline the services to be provided to the child. The treatment plan for the children should be in line with the policies set by the country. Treatment plans are important because they outline the plan of treating or addressing various conditions such as depression, among children, anxiety, or personality disorder. The plans prove beneficial for variety of children. An effective treatment plan should be able to cover the following;

- **Goals or objectives:** It must set out a clear goal to enable one determine what is necessary in addressing the issues that affect children.
- **Consistent follow up:** This is necessary to enable in determining whether the goals of the treatment plans are achieved. This is by conducting a consistent follow up on the child to aid in the meeting of his or her needs.
- **Support:** There is need to support the child to help him or her meet the required needs. The children will need other supports in place to be successful throughout life. A hobby or spiritual practice helps children be or keep them grounded, hence enabling them achieve goals.
- **Outcomes:** This is the most important aspect of individual treatment plan. There is need to note of the success at various intervals in each aspect of life and talk to the children at different intervals in each aspect of life and talk to the child about progress and success of their needs. Individual care plan and individual treatment plan have various advantages towards the success in achieving or in helping children achieve their goals.

Challenges that affect review of Individual Care Plan and Individual Treatment Plans

- Procedures are tedious. They have strict procedures to be followed.
- Lack of co-operation from children – many children feel shy to open up and talk about issues that affect them.

7.3 Joint monitoring and reporting of the child protection systems (area advisory council) are implemented as per organization policy Conclusion

There is a framework for monitoring and reporting of child protection system. Child protection being a multi-sectorial and multidisciplinary issue; it requires involvement of everyone resulting into the mapping exercise and consultations with a wide range of actors to develop key documents in developing a stronger and more effective system. Individuals and organisations in Kenya for instance are guided by the 2010 Constitution of Kenya (Article 53) in an attempt to monitor child protection activities. These guidelines address issues on child protection activities. These guidelines address issues on child labour, birth registration, child in residential area, children who live and work on the street, children affected by conflict and disasters to aid in

their protection. The ratification of child Act of 1990 by the Government of Kenya also tend to aid in protection and care of children. The government in an attempt to monitor child activities have strengthened the legislative framework that protects the children by:

- Raising age of criminal responsibility from 8 to 12 years
- Introducing diversionary measures for children in conflict with law.
- Establishing that both parents, regardless of marital status, have primary responsibility for their children.
- Strengthening protection for offenders under 18 years old.
- Promoting family-based care for children rather than institutionalization.
- Clarifying of consideration in determining the best interests of the child.

Conclusion

This learning outcome covered: Monitoring of child protection activities, review of individual care plan and individual treatment plan and the implementation of joint monitoring and reporting of the child protection systems.

Further Reading



Read more on documentation of child welfare program from: The organizational policies in children protection activities from Hansen, M (1996).

15.3.8.3 Self-Assessment



Written Assessment

1. Which of the following is formal guidance to child protection work?
 - a) Early child matter (2003)
 - b) Working together to safeguard children (2006)
 - c) No secrets (2000)
 - d) Child protection messages from research (1995)
2. Considering the role of children guardian in care proceedings, which statement is true?
 - a) The guardians report is only disclosed to court
 - b) The children's guardian is an official CAFCASS
 - c) The guardian has the right of access to local authority regarding children
 - d) The guardian's duty is to safeguard the interests of the child

3. When a criminal prosecution is taken, which of the following is not of special measures provided by Youth Justice Criminal Evidence Act 1999?
 - a) Video recording of cross examination
 - b) Use of screens
 - c) Provisions of guardian to children
 - d) Giving evidence via live video link
4. Which provision provides the local authority's key duty to investigate suspected child abuse?
 - a) S.31 Children Act 1989
 - b) S.47 Children Act 1989
 - c) S.17 Children Act 1989
 - d) S.11 Children Act 2004
5. Which of the following is an occurrence when an international injury is inflicted on a child be it physical, emotional, sexual or neglect?
 - a) Child abuse
 - b) Discipline
 - c) Child neglect
 - d) Tough love
6. How do we refer to the failure to provide a child with necessities like food, clothing, shelter and medical care?
 - a) Resilience
 - b) Neglect
 - c) Tough love
 - d) Discipline
7. What do we call situation when children learn to cope with difficult situations and eventually recover or overcome from them?
 - a) Positive neglect
 - b) Resilience
 - c) Inspiration
 - d) Tolerance
8. What are the aspects monitored during child protection activity?
9. Explain the importance of joint monitoring and reporting of child protection system procedures.
10. Explain the following terms:
 - a) Individual care plan
 - b) Individual treatment plan
11. Discuss the advantages of individual care and treatment plan for children.
12. What are the steps involved in individual care and treatment plans?

Case Study Assessment

A child in village Y for a long period of time is abused by the parents, the act is reported to a police station and the police appoint a social work to do a follow up of the child to ensure the child is safe in the hands of the parents. As a social worker;

- a) How would you monitor the child protection activity?
- b) Prepare a review individual care plan
- c) How would you implement a joint monitoring and reporting of child protection systems?

15.3.8.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped simulated operations training office
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders
- Constitution of Kenya (2010)

15.3.8.5 References



- Jones L. (2011). Child Protection Case Management in Daadad. Alliance Press.
- Kenyan Constitution (2010). Bill of Rights Article 53.
- Pauls, H. (2009). Case Management in Child Welfare in Romania, London Publisher
- Wilks T (2012). Advocacy and Social Work Practice, Open University Press, Berkshire.

15.3.9 Learning Outcome No 8: Document child welfare programs

15.3.9.1 Learning Activities

Learning Outcome No 8: Document child welfare programs		
 Learning Activities	Special Instructions	
8.1 Identify the documentation procedures as per SOPs 8.2 Store the documents 8.3 Prepare the documentation plan as per organizations policy 8.4 Prepare documentation tools as per organization policy 8.5 Conduct documentation analysis as per organization policy	Discussions Case study	

15.3.9.2 Information Sheet No.15/LO8: Document child welfare programs



Introduction

The learning outcome covers: Documentation procedures that are used in welfare organizations, storage of documentation, plans for child welfare activities, documentation tools used as per organizational policies, documentation methods, and implementation of the documentation plan as well as the proper analysis of the documentation.

Definition of key terms

Documentation: This refers to the actual materials that provides official information or evidence or that serves other records in many cases, in written form. It is also the act or an instance of authenticating with documents.

Documentation plan: It is a written record that shapes up the details of the work to be done. It helps structure all the processes within the team and grant everyone access to the essential information

Content/Procedures/Methods/Illustrations

8.1 Documentation procedures are identified as per SOPs

The documentation procedures are an important part of protecting children and young people. They must be supported by good governance, health and safety, financial management, staff supervision and management. Protecting them from abuse and maltreatment, preventing harm to the children's health and development, ensuring children grow up with the provision of safe and effective care. Documentation process is a detailed description of how to execute a process.

Benefits of Procedure Documentation

- Saving on time and money
- Reduce on errors
- Creates standardization

Procedures of Documentation (Stages) are identified as follows;

- Define the scope:** In order for any documentation to succeed, its crucial at the onset to determine what the scope of the project is, which processes will be covered, as well as the scale of the changes being recommended.
- Define the Input:** Make sure you are clear on what will be included in the information being gathered in the documentation and the format it will take
- Procedure Output:** Identify what is to end goal by the process or procedure
- Process Activities:** Brainstorm the activities that need to be done get the project rolling
- Procedure Organization:** Take all the information that has been gathered and sequence them in a process flow. Make sure that you identify the key decision points as you build the visual of your process.
- Process Review:** Take a look at the sequence as a first quality check.
- Process Roles:** Identify roles that will be completing the activities for the process. Assign a role to each activity step.
- Transcribe Process:** Place the steps in the following chart software program in a swim lane format
- Final Process Review:** Get all the participants together and review the process flow. Secure approval by all team members

When you need procedure documentation

The following are primary benefits that an organization seeks to achieve by documenting their processes;

- **Improving a process**

Most children welfare procedures are repeatable to get work done. People often rely on their memory or guess work. This is often a recipe for disaster. Procedure documentation thus provides the eagle-eye perspective to a procedure and helps in improving a process

- **Use it as training material**

Procedure documentation also acts as an essential training guide for a new employee. Documentation rather acts as syllabus that can be used for new employees

- **Reduces operational ambiguity**

This actually removes any sort of ambiguity of role and responsibility and reduces a lot of confusion in the workplace

Who are involved in the Documentation Procedures?

There are key ownership roles in process/procedure documentation

- Procedure-owner
- Documentation custodian
- Technical writer

8.2 Documents are stored

Documents prepared are stored in various ways. **Documents storage** refers to the process of storing documents as electronic files or in paper format. Getting it right at the safe-keeping strategy is the key in the road to success. Getting it wrong could actually lead to loss of important information. Management of files and documents is essential. The following are the Steps to be followed for efficient storage and management of documents;

i. Designate a file management team

A child welfare organization requires dear and precious planning that starts with designating a team to be responsible for overseeing it from start to finish. This involves creating a team which will have different roles and the lead oversees everything that follows and the assistant learns the process thoroughly deputizing when the lead is away.

ii. Establishing your file management procedures

With a lead and a team in place, the next step ought to be establishing the exact parameters on processes you will adhere to in terms of your documentations and file management.

In many cases, these parameters will be set out for you, most official bodies set very specific guidelines to welfare organizations to follow when it comes to data management, including how long certain documents should be kept and which documents should be kept in the first place. A copy of your file management procedure should then be made available to any body that might need it. Be sure to keep both soft and hard copy in case of electrical or computer malfunctions and other potential risks.

iii. Create a fragile plan and procedure

With your file management procedures identified, a file plan is designed to make the referencing of any file easy. It serves as an organization tool of index. The file plan ought to act as a checklist, documenting exactly what is contained in a file, folder, achieving box or anything else you opt to store important information in it.

iv. Organize existing files

Unless you are starting a fresh, it is likely that you already have a good supply of documents; both electric and in hard copy. Establish whether everything you are storing is required. Organize them according to dates, if you have an archive folder, filed with out-of-date materials, these maybe worthy to dispose.

v. Arrange Storage, disposal

With the existing files and documents, thoroughly organize and material no longer needed. Make a decision on whether you utilize onset or offset achieving which can be made when you have established your file management. Procedures will depend rather on the quantity of material you have for storing. In terms of soft copy files, consider using an offsite sever to store all computer files and documents and material, or invest in a heavy-duty external disk drive; Backup all files regularly. In terms of disposal, it's vital you adhere to the data protection 1998 and securely dispose of all confidential information. Shredding documents and erasing hard drives should be done at the very least.

vi. Ongoing Maintenance

The maintenance of the storage process ought to be ongoing, if you are more of a computer-based company, ensure you use well-labelled folders in easy to find directories and try not to leave the documents in the desktop. File centre offers managed services for companies of all areas from off-site documents, management and shredding services to electronic back up and scanning services.

8.3 Documentation plan prepared as per the organization policy

A documentation plan is a document written by technical writers (usually team leaders, or project leaders) to shape up the details of the work that is to be done. It helps structure all the processes within the team and grant everyone access to the essential information. A documentation plan includes the following, these are the elements that get included in most organizations as policy requires.

- Project name
- Scope and objectives
- Detailed content plan
- Time estimates
- Responsibility persons
- Workflow
- Resources (software, style guides)
- Details of publishing (formats and ways of delivery)

Writing plans can help foresee bottlenecks and prevent issues that might appear in the project implementation process. It is advised rather to actually create such plans before any major documentation iteration.

How to Prepare a Documentation Plan

- i. Identify and name the process:** Figure out which process you are going to document first. Determine its purpose, why and how the process will benefit the organization and provide a brief description of the process
- ii. Define the process and scope:** Provide a brief description of what is included in the process and what is out of the process scope or what is not included
- iii. Explain the process boundaries:** Where does the process begin and end? What causes it to start and when do you know when it's done. Get these boundaries well-defined
- iv. Identify the process outputs:** Identify what will be produced by the process or what results the process will achieve once it is completed
- v. Identify the process inputs:** List down what resources are necessary to carry out each of the process steps
- vi. Brainstorm the process steps:** Gather all information on process steps from start to finish. Either start with what triggers the process or start from the end of the project and track back the steps to the starting point
- vii. Organize the steps sequentially:** Take the list of steps you have come up with and put them in a sequential order to create a process flow
- viii. Describe who is involved:** Decide on every individual who will be responsible for the process tasks. Define their roles, keep in mind to mention their job titles and not their names
- ix. Visualize the process:** This is to improve clarity and readability of your documentation using a flow chart that neatly visualizes the process steps you have identified earlier
- x. Note down exceptions to normal process flow:** An organizations business plan may not always follow the same flow due to various reasons. Mention these exceptions and what steps will be taken to address them

8.4 Documentation tools are prepared as per organization policy

Documentation tools refer to the material that provides official information or evidence or that serves as a source record

Key considerations in selecting the best process documentation tools;

a. Offline process documentation tools

- **Word:** Good old trusty Microsoft word, quite a tool. Excellent for writing your thesis or a six-book fantasy series. But for documenting your business process? Here are the pros and cons
Pros: Everyone has it and knows it
Cons: You work in files that are a hassle to save, share, collaborate on and find.

- Visio: Microsoft office suite might have moved online, but vision hasn't. It's a heavy built program that seems to have reached a dead end in terms of development.

Cons: because of its very expensive license, only a few privileged souls will be editing. It is also feature-rich in that it is difficult to keep simple.

b. Online documentation tools

- Lucid Chart: This is basically an online version of Visio.

Pros: It's easy to collaborate on editing

Cons: It provides no connection to work instruction or people.

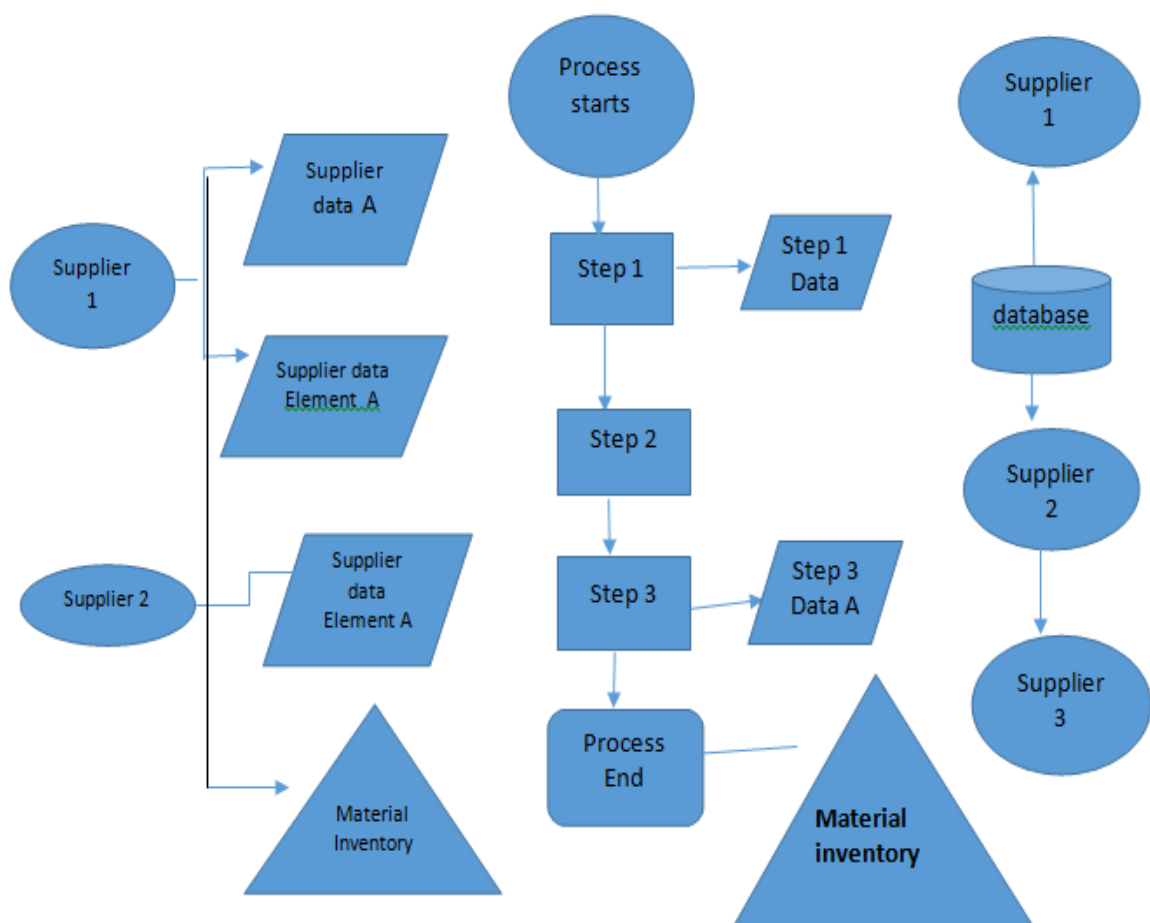


Figure 25: Illustration of a lucid chart

Gliffy

Pros: Sleek, user friendly interface

Cons: Has limited collaboration options

Importance of Organization Documentation tools as per organizational policy

- It can be accessed and shared easily
- It makes collaborating easy
- This is especially helpful in companies with more than a handful of people.
- Its mobile friendly
- It is online
- It integrates other tools

There are a number of other tools that support process documentation and it is helpful when you can use them in an integrated way.

8.5 Documentation analysis is conducted as per the organization policy

Document analysis is like a quantitative research in which documents are integrated by the researchers to give voice and meaning around an assessment. The document is reviewed by the analyst to access an appraisal theme. Document analysis may also be taken as discourse analysis, taking the documents under analysis as discourses which constitute social reality. Factors to consider when conducting documentation analysis;

- Potential presence of biases
- Accessibility
- Reliability
- Validity

Steps in conducting documentation analysis

- i. Gather relevant texts
- ii. Develop an organisation and management scheme
- iii. Making copies of the originals for annotation
- iv. Assess documents authenticity
- v. Explore document's agenda, biases
- vi. Research background information
- vii. Ask questions about document (e.g. type of data, who produced it? When? Why?)
- viii. Explore on the content

Advantages of Documentation Analysis as per organizational Policy

- An efficient method: Document analysis is less time consuming, therefore, it is more efficient than other research methods
- Exactness: The inclusion of exact names, references and details of events makes documents advantageous in the research process
- Coverage: Documentation provides a wide coverage, it covers a long span of time, many events and many settings

Disadvantages

- High irretrievability: Documentation is sometimes not retrievable or the irretrievability is difficult. As Yin (1994) has noted, access to documents may be deliberately blocked
- Documentation is sometimes sensitive and not publicly available
- It is not suitable to evaluate user opinions, needs or satisfaction

Conclusion

The learning outcome covered: Documentation procedures for the child welfare activities, storage of the documents, documentation plan, documentation tools that are as organizational policy, implementation of the documentation plan and the analysis of the documentation.

Further Reading



Read on:

1. Child Welfare from The child welfare Challenge: Policy Practice and Research by J.K Whittaker

15.3.9.3 Self-Assessment



Written Assessment

1. The following are advantages of procedure documentation, which one is not?
 - a) Procedure documentation improves or rather simplifies the process
 - b) Procedure documentation is cheap
 - c) Procedure documentation is used as training material
 - d) Procedure documentation reduces operational ambiguity
2. The following are elements that are found in a documentation plan as per most organizational policy except?
 - a) Project name
 - b) Project time
 - c) Workflow
 - d) Resources
 - e) Scope and objectives

3. The following refer to the steps to be undertaken in the procedures of documentation which one does not?
 - a) Define the scope
 - b) Procedure output
 - c) Technical procedure
 - d) Procedure organization
4. The following are steps to be followed for efficient storage and management of documentation. Which one does not?
 - a) Establishing your file management procedures
 - b) Designate a file management team
 - c) Organization of a schedule
 - d) Organization of existing files
5. A file plan ought to achieve the following, which of these does not fit?
 - a) To make referencing of any file or documentation easy
 - b) Ought to act as a checklist
 - c) It ought to be exact as what is contained within the file
 - d) Can be used again and again
6. The following people are involved in the documentation procedure, which of the following is not involved?
 - a) Procedure owner
 - b) Documentation practitioner
 - c) Documentation custodian
 - d) Technical writer
7. The following are advantages of gliffy documentation tools, which of the following does not apply?
 - a) Its mobile friendly
 - b) Its online
 - c) It makes collaboration easier
 - d) It's cheaper
8. Elaborate documentation?
9. Discuss the benefits of procedure documentation?
10. Briefly explain examples of offline process documentation.
11. Discuss the importance of gliffy as an online documentation tool.
12. Highlight the pros and cons of word offline documentation tool.

Oral Assessment

2. Explain the importance of documentation in child welfare programs.
3. Highlight the steps in formulating a documentation plan

Project Assessment

Identify a child welfare program conducted by a NGO from your community and document it using relevant procedures

15.3.9.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped simulated operations training office
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders
- Lucid charts
- Visio
- Gliffy

15.3.9.5 References



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- Paans, W.& Muller-Staub, M (2015). Patient's Care Needs: Documentation analysis in general hospitals. *International journal of nursing knowledge*.
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CHAPTER 16: CASE MANAGEMENT

16.1 Introduction of the Unit of Learning/Unit of Competency

Case management is a unit of competency offered in TVET level 6 Social Work and Community Development course qualification. This unit describes the competencies required to conduct case management. It includes; initiating case management process, creating client confidentiality identifying client's problems/needs and developing case management plan. It further covers; mobilizing case management resources and executing case management plan. It also entails conducting case management follow up and monitoring, evaluating case management outcomes, preparing case management report, disengaging case management process and finalizing or referring case management. The significance of case management to TVET level 6 Social Work and Community Development curriculum is to equip learners with knowledge and skills to demonstrate legal aspects in child welfare, report writing, presentation, rehabilitation programmes, statistics, and basic counselling and psychology so as to fit well in workplace.

The critical aspect of competency to be covered includes; demonstrated ability to identify and categorize cases, develop a case management plan, conduct public awareness and intake session, develop and administer assessment tools, prepare reports, develop intervention measures, establish timelines and resources for case management, map relevant stakeholders, create stakeholder's directory and plan and conduct meetings. Basic resource implication includes a functional office and fully equipped simulated operations training office.

The unit of competency covers eleven learning outcomes. Each of the learning outcome presents; learning activities that covers performance criteria statements, thus creating trainee's an opportunity to demonstrate competencies stipulated in the occupational standards and content in curriculum. Information sheet provides; definition of key terms, content and illustration to guide in training. The competency may be assessed through written test, demonstration, practical assignment, interview/oral questioning and case study. Self assessment is provided at the end of each learning outcome. Holistic assessment with other units relevant to the industry sector workplace and job role is recommended.

16.2 Performance Standard

Initiate case management process, create client confidentiality, identify client's problems/needs, develop case management plan and mobilize case management resources. Execute case management plan, conduct case management follow up, evaluate case management outcomes, prepare case management report, disengage case management process and finalize or refer case management, as per SOPs, legal implications and organization policy.

16.3 Learning Outcomes

16.3.1 List of Learning Outcomes

- a) Initiate case management process
- b) Create client confidentiality
- c) Identify clients' problems/needs
- d) Develop case management plan
- e) Mobilize case management resources
- f) Execute case management plan
- g) Conduct case management follow up and monitoring
- h) Evaluate case management outcomes
- i) Prepare case management report
- j) Disengage case management process
- k) Finalize or refer case management

16.3.2 Learning Outcome No 1: Initiate case management process

16.3.2.1 Learning Activities

Learning Outcome No 1: Initiate case management process		
	Learning Activities	Special Instructions
1.1 Categorize cases as per SOPs 1.2 Formulate casework for each category as per legal implications 1.3 Develop case management for each category as per organization policy 1.4 Carry out public awareness as per organization policy		Case studies Presentations

16.3.2.2 Information Sheet No16/LO1: Initiate case management process



Introduction

This learning outcome covers: The process of initiating case management, principles of case management, categorize cases, formulation of casework, development of cases and carrying out public awareness management.

Definition of key terms

Case management: This is a process that aims to accomplish a certain objective by handling cases from the start to the end under the supervision and coordination of a case manager.

Case work: This is a service that is provided by community social service providers to help individuals in the community with solutions, information, etc.

Case manager: This is a social work whose work is to coordinate the services provided to individuals in the community.

Content/Procedures/Methods/Illustrations

1.1 Cases are categorized as per SOPs

Cases are the particular situations in the community that have to be attended to by social service providers to help individuals in the community. Cases are categorized as per every facet in the community e.g. schools, hospitals, mental health crisis, prisons, etc. Cases in the community are categorized as follows;

- **Administration and management:** Social work administration and managers are leaders in the community both in the public and private sectors. They help in the coordinator of the social work activities offered to individuals who need special skills, attention, information etc.

- **Advocacy and community organization:** This category focuses on the rights of the individuals in the community for justice to be achieved. Social works in the community advocate for the rights of individuals to be upheld so that people rights are not violated.
- **Aging:** Social works help the aged in the community to live independently in their physical, psychological, social etc. improving their equality of life
- **Tobacco alcohol and other drugs:** Socials workers help individuals in the community who are addicted to drugs by rehabilitation them. The addicted individuals are treated in all aspects e.g. socially, psychologically etc. They can be help by counselling them, taking them to therapy etc.
- **Child welfare:** Social works serve children in the community who are most vulnerable. Social works strengthen families so as to provide children with safe and nurturing environment, if families are unable to do this, social works must intervene to protect children from abuse and neglect.
- **Health care:** Social works are trained professionally to help individuals in the community whose health and wellness is affected. Social works conduct research and administer development programs in the health care setting.
- **Development disabilities:** Social works help parents who have children with developmental disabilities by helping them understand their legal rights, through awareness and help the children to be as independent as possible.
- **Occupational and employee Assistance program:** Social works analyse structure and methods that help improve productivity, efficiency, morale and efficiency of workers. They also help come up with employee unions that help in job organizing and counselling.

1.2 Casework for each category is formulated as per legal implications

Formulation is the process by which information is gathered about a particular case, conceptualization of that particular case forming the key elements that help in a thoughtful approach of individual care in the community.

Methods/processes used on formulating casework

Legal implications are the consequences of being involved in anything that is in accordance with the law. Casework categories are formulated with reference to legal implications that are relevant. The following process is used in formulating casework for each category in accordance with the relevant legal implications;

- Assigning a case:** The community's needs are identified e.g. a health care case category is identified.
- Gathering data:** Data is gathered by the case manager on the category that has been selected e.g. what are the main causes of poor healthcare in the community? How many people are being affected because of poor health care?
- Analyse data:** Data is analysed using various method e.g. Qualitative analysis and quantitative analysis as discussed in chapter 8, learning outcome 2.

- d) **Identify problems:** After analysing data, the case manager can now come up with the list of problems that affect the community e.g. health care category. The case manager lists actual and potential problems that can be encountered in a particular category. The risk levels are then stratified i.e. if they are low, medium or high-risk level problems. A case manager is now able to formulate a case work for each case category.
- e) **Engaging the community:** The community is engaged, by case manager identifying themselves to the community, describing their goals roles, informing the community on the case that they want to manage, procedures that will be involved in the process.

1.3 Case management for each category is developed as per organization policy

Case management is supervised by a case manager when handling cases from the beginning to the end as per the organization policy. Case management links individuals in the community to services that improve their functional capacity by meeting their needs.

Case management Process

- i. **Screening phase:** This phase focuses on reviewing of key information related to the cases of the community to identify their social work services that the community would benefit from.
- ii. **Assessing phase:** This phase involves collecting of data a particular case in the community. For example, if there is a case such as health care, the following information can be collected; past and present health conditions, health insurance benefits, availability of hospitals etc.
- iii. **Stratifying Risk Phase:** This phase involves classifying the risk associated with the case into; low, moderate, high. This is done in order to determine the appropriate intervention level on the community situation to enhance outcomes e.g. the level of addition of drugs should be determined to know the level of effort that should be directed to the individuals who are addicted.
- iv. **The planning phase:** This phase specifies the objectives, goals and actions that need to be taken to meet the community's needs identified in the steps 1 and 2. The action should be community centred.
- v. **Implementing phase:** It is also called the care coordination phase. Actions are executed to accomplish the goals set e.g. hospital and medical centres are built (ACTION) to accomplish the goal of improving the health care of the community. Resources are organized e.g. finances, skills etc. to accomplish goals.
- vi. **The following up phase:** This phase focuses on review, evaluation and monitoring, etc. The impact of the courses of action is evaluated on how appropriate and effective they have been on solving the community needs.
- vii. **The transitioning phase:** These phases focus on the courses of actions have satisfied the case in the community then the case management is a success. If the

courses of action fail, a better course of action is sought to and implemented to solve a case.

- viii. **The communicating post transition phase:** This where the social workers engage the community and inquire how things are faring on in a particular case e.g. after administering better health care services, social workers can inquire from the community if their health and well-being is improving.
- ix. **The evaluating Phase:** This phase involves, measures the impact of course of action to the community. The case manager comes up with a report that summarizes the quality, outcomes of the case management.

Principles of case management

- Case management is a cross disciplinary interdependent practice and not a profession
- Case management is a means of enhancing the community's health and wellness, advocacy and communication, children welfare, facilitation of services etc.
- Case management is guided by moral and ethical principles e.g. equity, justice, fairness etc.
- Case managers deal with different categories e.g. mental and behavioural health, nursing, rehabilitation etc.
- Case managers must be committed to their areas of social services and practice innovation to give better services to the community.
- Case manager: Key duty is to the community members. Their duties are community members centred, equitable etc.
- The goal of case management is focused on community's health, functional, psychological status etc.
- Case managers possess the following; knowledge, education, skills have experience to render services to the community etc.
- Case managers must be committed to their areas of social services and practice innovation to give better services to the community.
- The primary function of case managers is to advocate for support systems for the community.

Importance of case management

- Community cases are able to be solved therefore improving the quality of life in the community
- The community is able to and make individuals in the communities to be sufficiently independent.
- The community is able to grow in terms of infrastructure and better social amenities are built e.g. better roads, better hospital etc.



Figure 26: A sample of a case management team

Public awareness is carried out as per organization policy

Public awareness is the process by which the communities understand the importance and implications of various issues in the community. Public awareness involves drawing attention to the community by imparting knowledge to them on case management as per organization policy courses of action. Public awareness can be done through;

- Workshop
- Seminars
- Training courses
- Through the media
- Exhibitions

A case manager makes public awareness to the community on case management so that the community comes to the knowledge of the cases in the community and how the case manager plans to handle them.

Importance of public awareness

- To improve understanding of how case management is to be handled
- To maintain and improve co-operation with the community support system e.g. families
- To build partnerships, organizations, start community initiatives so that the mutual goal of solving cases in the community can be achieved

- For public awareness goal to be successful there should be a two-way communication system between the case manager and the community. A case manager should ensure that the messages he/she is delivering should be conveyed repeatedly to as many people as possible.

Conclusion

This learning outcome covered: The process of initiating case management, categorizes cases, formulation of casework, development of cases, management and how to carry out public awareness as per the organization's policy.

Further Reading



Read more on case management from Community case management of pneumonia by Dr Marsh, KE Gilray, R van de Weerd (2000)

16.3.2.3 Self-Assessment



Written Assessment

1. Which of the following is a case category in the community?
 - a) Health care
 - b) Education
 - c) Skills and competences
 - d) Advocacy and organization
2. Which of the following is not a step-in case management development process?
 - a) Data collection
 - b) Screening
 - c) Evaluation
 - d) None of the above
3. Who coordinates case work in the community?
 - a) Case manager
 - b) All community members
 - c) Pastor
 - d) Nurse

4. Which of the following is not a community support system?
 - a) Family
 - b) School
 - c) Church members
 - d) One single person
5. The following are levels of stratifying case risks except?
 - a) Low-medium
 - b) High
 - c) Low
 - d) Median
6. The primary duty of a case manager is to?
 - a) His family
 - b) The community
 - c) Himself/herself
 - d) None of the above
7. Which of the following is the last stage in case management development process?
 - a) Screening phase
 - b) Evaluating phase
 - c) Implementing phase
 - d) The follow up phase
8. Outline two methods of analysing data
9. Elaborate ways in which public awareness can be done
10. Identify two principles of case management
11. Illustrate two importance of case management
12. Outline two categories of cases

Oral Assessment

1. Who is a case manager?
1. What is a case work?

Practical Assessment

Assume you are a community with a major case in aging. Organize yourselves on how you will carry out case management and which tools you can use to create public awareness on your case management.

16.3.2.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped stimulated operations training office
- Video cameras
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders

16.3.2.5 References



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16.3.3 Learning Outcome No 2: Create client's confidentiality

16.3.3.1 Learning Activities

Learning Outcome No 2: Create client's confidentiality		
 Learning Activities	Special Instructions	
2.2 Conduct Intake session as per SOPs (create a rapport, request for client's background information, presenting problem and explanation of the processes and procedure)	Discussion Overall assessment Written assessment	
2.2 Prepare the intake report is prepared as per organization policy	Presentation	

16.3.3.2 Information Sheet No16/LO2: Create client's confidentiality



Introduction

This learning outcome covers: Meaning and importance of client confidentiality, conduct of the intake session and intake session report for client's background information, presenting problem and explaining of the process and procedures.

Definition of key terms

Client confidentiality: It is a principle used by institution or individual not to disclose or reveal any client's information to a third party.

Session report: These are the end results of a project that is undertaken in a community program.

Content/Procedures/Methods/Illustrations

2.1 Intake session is conducted as per SOPs law of confidentiality

Intake session is a time where you set the frames of the coaching relationship. The clients provide their ideas of the problem. Intake sessions;

- Create rapport
- Client's background
- Problem presentation

Intake session process

- i. First step is the introduction. Both parties introduce themselves to each other.
- ii. Then the counsellor provides an intake form and the initial session. Usually it's best to have the clients complete the intake form prior to the first session so that important information about the clients is gathered and is kept on file, including all the problems a client presents to the counsellor.

- iii. Whatever is not asked on the form will need to be asked by the counsellor in the intake session. Basic information on intake forms include;
 - Client's name
 - Client's address
 - Phone numbers
 - Email address & social media accounts
 - Insurance information
 - Birthdate and history of abuse
 - Referral source
 - Contact information
- iv. Get to know the reason for which the client needs your assistance.
- v. Solve the situation that the client is in and try to give suggestions that can easily be implemented.
- vi. Reschedule the meeting with the clients again in order to monitor their behaviour and improvement towards solving the issues.

Problems can be categorized into;

- Health problems
- Mental problems
- Family issues
- Drugs addiction
- Pornographic addictions

A rapport is a close and harmonious relationship in which people or group concerned understand each other's feelings/ideas and communicate well

Methods of creating rapport

- Creation of rapport is the process of establishing that connection. It is usually based on shared experiences or views, including a shared sense of humour.
- Building/creation of rapport tends to be most important at the start of a working relationship
- Creation of rapport is automatic in some cases because it is based on connection.
- Rapport is also created as a result of trust. Once you trust an individual, a connection is hence created.
- Rapport can also be created in regard to someone's understanding. This mostly happens when you meet new people. Personal relationships are easier to make and develop when there is a closer connection and understanding between the parties involved

Process of rapport creation

- i. Use non-threatening and safe topics for initial small talk
- ii. Listen to what the other person is saying and look for shared experiences
- iii. Try to inject an element of humour
- iv. Be conscious of your body language and other nonverbal signals you are sending
Show some empathy

Request for client's background information

Client's background information refers to the relevant background information of the client's life that will be helpful in determining what courses of actions need to be taken in providing therapy for the client. This information includes;

- Biological issues
- Health-related issues
- Psychological issues
- Educational attachments
- Employment
- Legal issues
- Past relationships

Ways to maintain clients' confidentiality

- Talk about a client in a private and soundproof place
- Not use Client's name anyhow
- Only talk about the clients to the relevant people
- Keep communication books in a drawer or on a desk away from visitors to the urgency

Examples of Maintaining Confidentiality

- Locking and securing individual files
- Support workers do not tell other people what is in a clients' file unless they have permission from a client
- Information about clients is not told to people who do not need to know
- Adult clients have the right to keep any information about themselves confidential, which includes that information being kept from family and friends

Types of Information that is Confidential

- Name, date of birth, age, sex and address
- Current contact details of family, guardian
- Bank details
- Personal care issues
- Service records and file progress notes
- Individual personal plans

- Assessments/reports
- Incoming or outgoing personal correspondence
- Past records or history
- Phone numbers

Importance of Maintaining Confidentiality

- It helps to build and develop trust
- It potentially allows for free flow of information between the client and the worker and acknowledges that client's personal life and all the issues and problems that they have belong to them
- To protect the confidentiality and privacy of the client
- Informed consent is considered essential in maintaining the privacy of the clients
- Respect for the clients' confidentiality and staff personal information should be a high priority for all community services to comply with legislation and governs disclosure of information
- To ensure confidentiality workers should only access confidential information for work that is covered by their job description and policies and procedures of an organization

Confidential Exceptions

There are few exceptions to the general rule of confidentiality and they all have legal bases. These include;

- If the client tells you they have committed a serious crime
- If the client is a child and is being abused or is at risk of abuse
- If you are concerned that the client might harm themselves or someone else
- Making records available to the police if they have a warrant to inspect documents
- Making information available in the case of suspected or confirmed physical or sexual abuse
- Responding to a summon
- Requesting to a request under freedom of information legislation

The intake report is prepared as per organization policy

Intake report is a detailed narrative document that describes the person's background information, level of functioning and support needs and provides insight into interventions that may lead to a successful match.

Table 21. Intake report sample

Intake report sample	
Name; _____	date of intake session _____
Date of birth; _____	date of report _____
Marital status _____	living arrangement _____
Phone number _____	home address _____
Referral source _____	
Presenting difficulties	

Recommendations/treatment plan	

Next signature _____	session _____

Phases of Providing Community Report

- Screening
- Assessing
- Stratifying risk
- Planning
- Implementing
- Follow-ups
- Transitioning
- Community post transition
- Evaluating

Conclusion

This learning outcome covered: Meaning and importance of client confidentiality, conduct of the intake session and intake session report, request for clients' background information presenting problem and explanation of the processes and procedures.

Further Reading



Read on:

1. Law of confidentiality from The Law of Professional Client Confidentiality- Rosemary Pattenden (2004)

16.3.3.3 Self-Assessment



Written Assessment

1. From a relational multicultural perspective, maintaining client confidentiality is based on?
 - a) Fear of getting sued
 - b) Care for the dignity and privacy of client
 - c) Fear of disciplinary action from licensing boards
 - d) A need to hear private information about other people
2. Confidentiality promotes positive changes in clients because it helps provide a context for the experience of?
 - a) Trust
 - b) Safety
 - c) Positive Emotional Experience
 - d) All of the above
3. Which one of the following is not an information needed to know a customer?
 - a) Name
 - b) Contact details
 - c) Address
 - d) All of the above
4. From a risk management perspective, protecting client confidentiality is a primary value in order to reduce the risk of _____.
 - a) Premature termination from counselling
 - b) Malpractice claims and other civil lawsuits
 - c) Client dissatisfaction
 - d) Client Suicide
5. Counsellors who understand confidentiality from perspective ethics _____.
 - a) Have a broader understanding of the importance of confidentiality than fear of lawsuit or professional sanction
 - b) Appreciate that confidentiality springs from the principle of the care for the welfare of the client
 - c) All of the above

6. Which of the following is not a gender assessment tool?
 - a) Understanding
 - b) Gender policy
 - c) Women's empowerment
 - d) Tools
7. Explain the importance of maintaining clients' confidentiality.
8. Explain types of confidential information.
9. Explain how to prepare intake report.
10. Describe 5 confidential exceptions.
11. Explain the importance of maintaining intake report.

Oral Assessment

1. Explains components to include in an intake session report.
2. What is the importance of maintaining clients' confidentiality?

Case Study Assessment

Aldan Smith, aged 15 years has been attending your youth centre for the past few months. Initially, he experienced a lot of difficulty fitting in with the children at the Centre. His parents had separated just prior to him coming along to the group and he had a lot of anger initially lashing out at staff and other kids in frustration. Aldan has received a lot of support from the youth workers and his inappropriate expression of his feelings is now under control. Aldan is in 9 years at high school and is moving out of your area to live with his grandmother. His mother is remarried and his academics is poor. What information do you need to pass to his work centre?

16.3.3.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped stimulated operations training office
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders

16.3.3.5 References



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16.3.4 Learning Outcome No 3: Identify client's problems/needs

16.3.4.1 Learning Activities

Learning Outcome No 3: Identify clients problems/needs	
 Learning Activities	Special Instructions
3.1 Develop relevant assessment tools as per SOPs 3.2 Conduct and analyse assessment as per organization policy 3.3 Prepare report as per organization policy	Case Study Discussions lectures

16.3.4.2 Information Sheet No16/LO3: Identify clients' problems/needs



Introduction

This learning outcome covers: Identifying client's needs/problems, development of assessment plan and tools for client's needs, assessment and analysis of client's needs and preparation of a client's assessment report.

Definition of key terms

Assessment plan: It is a guideline containing a set of measures developed in order to conduct an assessment of a project/program.

Assessment report: It is a written record containing discussions and recommendations that happened during the assessment.

Content/Procedures/Methods/Illustrations

3.1 Relevant assessment tools are developed as per SOPs

A client's need is a motive that require a customer/client to search for/purchase a product or service. Organizations often treat the client's needs/problems as an opportunity to adjust or resolve or add surplus value back to the indigenous motive. Client's needs are majorly divided according to what they lack, that is, product needs and service needs.

Procedures for developing a case assessment tool

- Clarify the information requirements. This involves familiarizing yourself with the mandatory requirements of the task
- Choose your assessment methods. It involves knowing how you will gather the information
- Design and develop your assessment tools. It involves the actual devising of the tool
- Trial, refine and review your tools. Help maximize confidence that the tools are flexible, valid, reliable and fair.

Examples of assessment tools

- Camber Well Assessment of Need Short Assessment Scale
- Life Skills Profile (LSP)
- World Health Organization Quality of Life Scale (WHOQOLS)
- Recovery Assessment Scale (RAS)
- Health of the Nation Outcome Scale (HONOS)

Service needs. They include;

- Fairness. Prices and contract lengths must be fair
- Empathy. Understanding from people serving them.
- Transparency. Openness be it in transactions or service outages.
- Options. Offer a variety of subscriptions or payment options
- Control. Clients' need to feel like they are in control, that is, empowerment.
- Accessibility. Ease in accessing the service and support teams
- Information. Knowledge on organization and what is offers

Identification of clients' needs can be done through the following methods;

- Use of already existing data
- Interviews with stakeholders
- Mapping the client process
- Mapping the client journey
- Conduct a research "follow me home"
- Interviewing clients
- Conducting client surveys
- Analysing the competition
- Analysing cause: Effect relationships of problems
- Records of experiences from previously filed documents

Importance of identifying client's needs/problems

- It ensures customer satisfaction hence loyalty
- Each client's need is unique and change over time
- Allows traders to cross-related services and products
- Enables effective client service
- Decreased chances of disputes arising
- Tactics on how to identify client needs
- Know your clients and their business
- Listen keenly and dearly
- Ask questions to understand properly
- Introduce new ideas. Be creative and innovative

Components of an assessment plan

- Name
- Mission or purpose
- Goals/objectives
- Outcomes
- Planning for outcomes delivery
- Assessment tools/methods
- Implementation
- Findings
- Conclusion and recommendations
- Review (report writing)

3.2 Assessment is conducted and analysed as per organization policy

Assessment is a process of discussing and gathering information from diverse and multiple sources in order to develop an understanding of knowledge with an aim of improving services and products.

Components of assessment

- Formulating statements of intended outcomes
- Development or selection of assessment measures
- Creation of experiences leading to outcomes
- Discussion and use of assessment results to improve client satisfaction.

Stages in the assessment cycle

- Plan:** What does the assessment seek to achieve? Objectives and goals are laid out here.
- Do:** How do I carry out the assessment? This is the implementation phase of the assessment.
- Check:** How is the assessment fairing? Seek to find out if the assessment is achieving its objectives. Monitoring and evaluation phase.
- Act:** How do I use what I have learnt from the assessments? Here, a report of the assessment is written to document all the processes in the assessment.

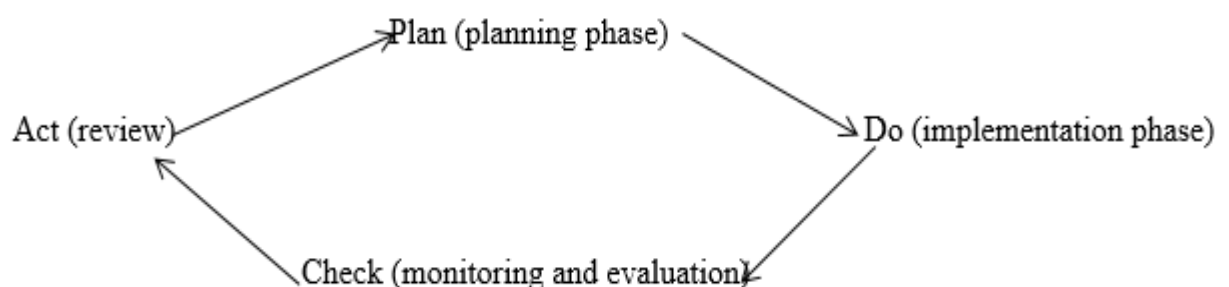


Figure 27: An assessment cycle

Importance of Assessment

- Helps determine launch of a new product or service
- Helps enhance customer satisfaction
- Information is used in decision making
- Aids in problem-solving
- Undertaking policy reviews and strategy reviews
- Increase client engagement thus client satisfaction is developed

Characteristics of a Quality Assessment

- **Validity:** They are tests that measured what the assessment claims to measure. Is the assessment justifiable? It authenticates the assessment in the current context.
- **Reliability:** The assessment can be depended upon to be accurate in relation to the client's needs/problems.
- **Practicality:** Is the assessment economical? Factors in time and cost.
- **Authenticity:** Is the assessment relevant? It must replicate the day to day real life experiences.
- **Wash back:** It refers to the outcome of an assessment being conducted within a particular environment.

How is an assessment conducted?

- i. Confirming the audience and issue in hand
- ii. Establish planning team
- iii. Establishing the objectives
- iv. Characterizing the audience
- v. Conducting a literature review
- vi. Selecting data collection methods and tools
- vii. Determining the sample
- viii. Designing and piloting the collection instruments
- ix. Collecting data
- x. Analysing data
- xi. Managing data
- xii. Synthesizing data and developing a report

3.3 Report is prepared as per organization policy

An assessment report is a written document recording discussions and recommendations that happened during the assessment. It documents all processes in the assessment cycle.

An assessment report contains the following:

- Objectives/goals of the assessment
- Professional experience/literature review
- Results of the assessment
- Discussion of the findings
- Recommendations

Table 22. An assessment report template

Needs Assessment Report
Prepared by:
Background:
Purpose:
Performance Needs Identified:
Discussions:
Conclusions and Recommendations:
References:

Importance of an assessment report

- Identify objectives/purpose
- Gather information to be included
- Determine the report audience
- Divide the report into its components
- Write down the report
- Proofread the written document
- Submit the report to the organization

Steps in writing an assessment report

- ii. Promotes awareness on the report
- iii. An effective way in report dissemination
- iv. Ensures transparency
- v. Helps to understand purpose of the assessment cycle
- vi. Acts as an audit of resources allocated

Conclusion

This learning outcome covered: The importance of identifying client's needs/problems, development of assessment plan and tools for client's needs, assessment and analysis of client's needs and client assessment report.

Further Reading



Read more on needs analysis from Slade, & Thornicraft, (2020). Camber well assessment of need.

16.3.4.3 Self-Assessment



Written Assessment

1. Which of the following is not a client's need?
 - a) Convenience
 - b) Efficiency
 - c) Reliability
 - d) Discount
2. Identification of client's needs can be done through the following except?
 - a) Existing data
 - b) Modification
 - c) Interviews
 - d) Surveys
3. Which of the following is a characteristic of quality assessment?
 - a) Reliability
 - b) Price
 - c) Design
 - d) Empathy
4. Which of the following is the odd one out?
 - a) Validity
 - b) Reliability
 - c) Authenticity
 - d) Fairness
5. Assessment tools are used in the planning phase of an assessment cycle.
 - a) True
 - b) False

6. Which is a component of an assessment?
 - a) Formulating statements of intended outcomes
 - b) Identifying goals
 - c) Characterizing audience
 - d) Problem solving
7. An assessment is different from an evaluation.
 - a) True
 - b) False
8. Describe what assessment tools are and give examples.
9. Examine the significance of needs assessment.
10. Outline the assessment cycle.
11. Outline the steps followed in writing an assessment report.
12. Summarize the importance of identifying clients' needs.

Oral Assessment

1. What is the importance of conducting an assessment?
2. Briefly illustrate how to conduct an assessment?

Project Assessment

In case management of a patient prepare a report after conducting and analysing an assessment using relevant assessment tools.

16.3.4.4 Tools, Equipment, Supplies and Materials

- A functional office
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- Computer
- Recorders
- Stationery
- Reference materials

16.3.4.5 References



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- Fayers, P. M. & Machin, D. (2013). Quality of life: the assessment, analysis and interpretation of patient – reported outcomes. New York: John Wiley & Sons.
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16.3.5 Learning Outcome No 4: Develop case management plan

16.3.5.1 Learning Activities

Learning Outcome No 4: Develop case management plan		
 Learning Activities	Special Instructions	
4.1 Identify client's needs as per organization policy 4.2 Formulate intervention measures as per SOPs 4.3 Identify clients' roles based on the intervention measures 4.4 Identify resource required based on the case 4.5 Establish timelines based on intervention measures	Assessment tests Software Proposal Tools of equipment	

16.3.5.2 Information Sheet No16/LO4: Develop case management plan



Introduction

This learning outcome covers: Meaning and importance of a case management plan, identification of client's needs from the assessment report, formulation of intervention measures client's roles in the case management process, identification of resources required and establishment of times in case management.

Definition of key terms

Case plans: This is a document used in documenting goals and objectives for a family or individuals on services offered to them.

Content/Procedures/Methods/Illustrations

4.1 Client's needs are identified as per organization policy

These are fundamental requirements that a person needs in order to function effectively. Primary mission of social work as a profession enhances human well-being and helps to meet most human needs. The three social needs for a person are;

- Psychological needs, existence of air, food, water, shelter, warmth and sleep
- Social needs include belongingness, love, affection, intimacy, family, friends, and relationships among others
- Security needs which consist of shelter, security, law and order, employment, health and stability

Policies are important since they address pertinent issues that is what constitutes acceptable behaviour by the client. All the problems affecting the community are included in the social policy within the government or political setting such as the welfare state. The policy consists of guidelines, principle, litigations and activities that affect the living condition conducive to human welfare to people's quality of life.

Advantages of policy in addressing clients

- Ensuring welfare of an individual through legislative regulation
- Identification of problems
- If changes are made in the legislation it helps the family e.g. taxation
- Policy enhances the “core” message to the client
- It also enhances trust amongst the clients as they provide legal protection
- The client is also able to understand the constraints being faced in the development of the case management plan.

4.2 Intervention measures are formulated as per SOPs

Intervention measures refers to measures aimed to prevent exposure or individuals in the development of a case management plan in an organization.

Types of social service intervention in the development of case management plan

They include;

- Child protection services
- Counselling and advocacy for victims of abuse
- Family and care givers support programs
- Alternative lining arrangements

Other concrete interventions may include: income, material aid, institutional placement, mental health services, and socialization.

Formulation of intervention measures

- Research approach and design
- Selection of participant
- Data collection
- Development of social welfare
- Trainings
- Engagement of the government

Importance of intervention measures in development of case management plan

- It prevents family violence
- It provides an alternative living arrangement of victims in a case
- It also prevents loss of a loved one or family members
- It provides education to members in an organization (partners, donors)
- It helps provide services like material and income support
- It helps protect the safety needs of individuals and prevention of abuse

Purpose of intervention

- Aims at reducing the intensity of an individual emotional, mental, physical and behavioural reaction to crisis
- Helps individuals, return to their level of functioning before the crisis
- Assist individuals in coping with future difficulties effectively

4.3 Clients roles are identified based on the intervention measures

This is where a person facing the problem interacts directly with the management or with the social agency. This process aims at understanding the client's needs thus the reliable or effective intervention as being applicable. During the process, they appoint advisors, authorities work to take place, agree on cost and the time table appoints professionals to the project.

Clients' responsibilities

Give complete information about one's problem to enable evaluation and treatment. Asking questions to ensure an understanding of the condition of the problem. Showing respect to relevant stake holders and other social agencies. They participate actively in decision making regarding one's social problem. They also review their program reports. They can also seek for the referral given their needs have not been attained. Here are some of the interaction techniques;

- Strategies for listening to person that involves focusing, observing, understanding and responding with empathy, respect, acceptance, non-judgment and sensitivity
- Assessing in crisis intervention
- Acting in crisis intervention

Importance of client roles

- They help to develop sincere relationships
- Help perceive quality of information given
- They help in the formation of the case foundation leading to its success
- They also enhance more opportunities to other case management issues that need to be addressed
- They help develop a realistic expectation when managing a case

4.4 Resource required are identified based on the case

This is something that is ready to use if and when it is needed. Extra money in account, skilled persons, where a friend with electrical skills can volunteer to install a lighting fixture, spring of water in a piece of land.

Key steps to put in mind when identifying the resources in the case management plan;

- i. The resources in the project
- ii. Know what work is required, have a clear brief before the case management plan
- iii. Have the plan in advance knowing the exact requirement
- iv. Confirm the availability for the resources for the project efficiency
- v. Check the resource skills to know their compliance in implementation and evaluation of the project
- vi. Also remember to book equipment

Key steps in identifying case management plan

- i. **Know what work is required:** Having a clear brief before the project starts and the client having a common understanding of what is included in the project
- ii. **Plan in advance:** There is risk involved in waiting until you need a particular resource and then trying to book them. This is part of the capacity planning where resources are enough to do all the time.
- iii. **Confirm resource availability:** Confirm how much you need from the resources especially, these who only contribute the project in a part time capacity, before you book their time into the schedule.
- iv. **Check the skills:** This helps you know whether the people you want on the project still have the up to date skills in the respective areas. If none is having the skills you need to train them.
- v. **Booking equipment:** Reading are also type of resources in the project that is you may need a kit beyond your own personal computer. Equipment and the Land of resource needed a book. Schedule what you need so that it's available for you when you need it.

Using all this steps you can confidently know that you have secured the right resources for the project, using the right process and they will have the right skills. To help you deliver fantastic outcomes for the client.

Importance of resource management

- Provide an overview of everyone and everything involved in the project
- Enables utilization planning .in this case all steps of the project is dealt with appropriately in this level the productivity is pronounced
- It makes the planning and management process more transparent due to the availability of resources
- It helps you see some problems before they start by knowing what is required of work. It thus equips you with knowledge and skills to handle the given problem/project
- It gives you control over your project with availability of the resources and the case management plan will be achieved in time and within the guidelines

4.5 Timelines is established based on intervention measure

Timeline: It is a list of important events arranged in the order in which they happened that is the project timeline entails from the beginning of the project to the beginning to the evaluation stage. Interventions include;

- i. **Planning:** Where a member proposes an intervention and forms a planning group, they decide in unison whether the proposed intervention is viable in relation to their needs. In this stage you have to know what you need to do, work backwards from your end goal, be specific and realistic in the planning, set realizable goals and then create a visual representation.
- ii. **Gathering information:** Information is gathered based on the plan frame work, put in mind the available resources and collect enough data that will aid in the intervention process. It can be done through interviews, questioning, observation or studying the existing organizational documents, forms and reports. This will support planning of the organizational work becoming more fully inclusive
- iii. **Form the intervention team:** This will provide effective support in general intervention process and examine challenges and how to deal with them to meet the community needs all members are part and parcel but the expert has to be included.
- iv. **Decide a specific consequence:** Keep in mind the factors that influence decision making keeping in mind the style of decision making that is directive analytical, conceptual and behavioural.
- v. **Make notes on what they say:** All information that are being aired out should be all taken into consideration regardless of the age, gender, education social class and status and race everybody vies and points are directive towards right intervention in the whole process. Thus, is recommended everybody is given time and opportunity in participating
- vi. **Hold the intervention meeting:** People attending interviews should be willing to support those loved ones in affected nations. In case one refuses the project encourage and educate them that the consequences are fair. Meet people of all classes on which project was meant to feel they are part of the project.
- vii. **Follow up:** Whether the person accepts help or not it's important to uphold statements they made during the intervention for the case of ill minded person, he/she may experience excessive stress which could slow their rehabilitation process leading to relapse of deeper substance abuse problem.

Conclusion

This learning outcome covered: Meaning and importance of a case management plan, identification of client's needs from the assessment report, formulation of intervention measures, client's roles in the case management process, identification of resources required and establishment of timelines in case management.

Further Reading



Read more on how to develop a case management plan in health facilities in rural areas from Wolf (2000) June: Core Management.

16.3.5.3 Self-Assessment



Written Assessment

1. The following is not a case management process. **EXCEPT?**
 - a) Screening
 - b) Planning
 - c) Input
 - d) Follow up
2. _____ is not part of the intervention process?
 - a) Crisis intervention
 - b) Classical intervention
 - c) Quilting intervention
 - d) Failing intervention
3. What should be put in mind during case management?
 - a) Plan in advance
 - b) Work behind time limit
4. Which of the following is not an example of social work intervention?
 - a) Mental health service
 - b) Medical service
 - c) Alcohol use
 - d) Legal services
5. Identify from the following the models of case management?
 - a) Drug abuse
 - b) Clinical case management
 - c) Incentive care management
6. Which of these are client needs?
 - a) Physiological needs
 - b) Social needs
 - c) Physical abuse

7. What are examples of social work?
 - a) Medical service
 - b) Legal service
 - c) Curriculum
8. Describe the term intervention.
9. Summarise the examples of intervention process in case management plan.
10. Describe the client's role in management plan.
11. Illustrate people involved in management process.
12. Outline some of the client's roles.

Oral Assessment

1. State the importance of client roles.
2. Give the advantages and disadvantages of resource as used in case management plan.

Project Assessment

Visit a health facility with a department of psychiatric, identify few patients with psychiatry illness. Then identify how they can overcome the illness; later own design accuses management plan on how it will help them tackle the illness.

16.3.5.4 Tools, Equipment, Supplies and Materials

- A functional office
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders

16.3.5.5 References



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16.3.6 Learning Outcome No 5: Mobilize case management resources

16.3.6.1 Learning Activities

Learning Outcome No 5: Mobilize case management resources		
 Learning Activities	Special Instructions	
5.1 Conduct mapping relevant stakeholders as per organization policy 5.2 Identify resources among stakeholders as per organization policy 5.3 Create stakeholder's directory as per organization policy 5.4 Conduct planning and review meetings as per organization policy	Group discussions Case study Simulation Oral discussions	

16.3.6.2 Information Sheet No16/LO5: Mobilize case management resources



Introduction

This learning outcome covers: Mapping of relevant stakeholders, resource mobilization among stakeholders, development of the stakeholder's directory and planning and review of meetings.

Definition of key terms

Resource allocation: It is the process of assigning and managing assets in a manner that supports an organization strategic goal. It includes managing tangible assets such as hardware to make the best use of softer assets such as human capital.

Resource mobilization: It refers to all activities in securing new and additional resources for your organization. Also involves making better use of and maximizing existing resources for your organization.

Content/Procedures/Methods/Illustrations

5.1 Mapping relevant stakeholders is conducted as per organization policy

Stakeholder mapping is a process of identifying the key stakeholders relating to a project and once all the project stakeholders are found, it is the work of the project manager to map or categorize them, according to different levels.

Levels of mapping stakeholders

- The level of influence:** Here the stakeholders have the power in setting and modifying project recruitments.
- The level of interest:** Here stakeholders are affected by the project outcome but they do not have any power to influence project requirements.

The project manager has the responsibility of satisfying expectations of the stakeholders who have high level of influence relating to the project and also, they should be informed on the project status.

Importance of stakeholders mapping

- They are essential for the success of a project because most projects involve a large number of stakeholders.
- Engaging with the main stakeholders will help project managers to get invaluable insights.
- Also engaging with the stakeholders will result in increased perception of successes.

Steps of stakeholder mapping

- Identifying your stakeholders:** This process requires knowledgeable people who understand the importance of developing this list. It is also important to consider the past stakeholder and also the future ones.
- Analysing and understanding** your stakeholders' perspective way to improve the analysis
- Which contributions does each stake holder offer?
- How are they helping the company?
- Are they having a true stakeholder success of the organization? How willing are they to participate?
- To what extent does their influence affect the analysis?
- Prioritize:** Stakeholders are understood when you understand their needs by categorizing them.
- Engage:** This is the final stage where you engage with your key stakeholders to win their support and understanding.

5.2 Resources among stakeholders are identified as per organization policy

Resources are the stocks or supply of money, materials, staff and others assets that can be drawn on by a person or an organization in order to function effectively.

Categories of resources

- **Physical resources:** They are raw materials, buildings that is vehicles, transportation, storage facility, machines and factors.
- **Human resources or staff:** They are talented engineers or marketing experts.
- **Intellectual resources:** They are for example brand, patterns, copyrights, partnerships and customer databases.
- **Financial resources:** Such as cash, credit, etc.

How stakeholders utilize their resources

- i. **Plan to plan:** Planning is important for efficiency. Time is money and it is best to plan for effective resource management from the very beginning of projects
- ii. **Take a systematic Approach:** The effective way of using resources and minimizing their use at work when possible is by adopting a systematic approach.
- iii. **Use technology where possible:** The technology helps in speeding and easing up in processes significantly. Any feature of the project that can be completed using technology should be automated.
- iv. **Use of Resource Management software:** This is the software and useful tool to significantly enhance the operation of your business.

Importance of Resources Management to the stakeholders as per the organization policy

- It provides them with an overview of everyone and everything involved in the project
- It enables them in utilization planning
- It makes the planning and management process more transparent
- It helps them to see problems before they start
- It gives them control over the project

Resource Management among the stakeholders simply means planning, scheduling and allocating resources in the best possible way.

Benefits of Resource Management Implementation among the Stakeholders as per the organization policy

- Maximizing resource efficiency
- Getting a bird's eye view of your project
- Preventing miscommunication mishaps
- Predicting the future
- Taking control

5.3 Stakeholder's directory is created as per organization policy

A stakeholder is a person with an interest or concern in something especially business. Examples stakeholder are;

- **Creditors:** Those who lend the money to the debtors
- **Directors:** The owner of the business or the head of the organization
- **Employees:** The workers of the organization or human resources
- **Government or state**
- **Suppliers:** They give the organization anything they require. An entity that supplies goods and services to another organization.

- **Union:** Is an association of workers forming a legal unit or legal personhood usually called a bargaining unit which acts as bargaining agent and legal representative of a unit of employer in all matters of law or right arising from or in the administration of a collective agreement.
- **Community:** These are the surroundings of the organization that are being affected by the organization either positively or negatively

Stakeholders' directory is based on sharing knowledge and networking experiences. Thus, the first stage is to allow stakeholders to contact each other and help them to find people with whom they wish to collaborate.

Benefits of stakeholders' directory as per the organization policy

- Provide all the stakeholders with the full opportunities to share their views, needs and knowledge on flood management
- Build consensus through bringing together a diverse range of stakeholders to share needs, information, ideas and knowledge and harmonize the objective of individual groups to reach common societal goals
- Enable participants to influence the outcome by including them in the process of shaping, developing, and identifying and implementing food management strategies
- Ensure implementation of basic food management plans with full public support
- Bring autonomy and flexibility in decision making and implementation

5.4 Planning and review meetings are conducted as per organization policy

Planning is the process of thinking about activities required to achieve a desired goal. It is the first and foremost activity to achieve desired results. The review meeting is the opportunity provided to team members so that they can have time with; their reviewer and discuss their performance and development.

Tips on how to conduct a review meeting as per the organization policy

- Establish the purpose of the performance review meeting conversation: know the information that you will be discussing with the employee and also the message you want the employee to leave the room with.
- Outline your agenda for the meeting and ask the employee for their agenda as well: The review meeting is not a one-way conversation. Employees often save discussions about their career meetings.
- Review the relevant parts of the performance review form: Discuss challenges and successes. Use the meeting to cover the highlights of the performance review form. Discuss any ongoing challenges and brainstorm ways to solve those issues.

- Discuss ideas for development/action plan: This should be a significant portion of the meeting. While reviewing the performance review form is important, on some level both you and the employee know what it says.
- Summarize the performance review meeting conversation and express support. Wrap- up the conversation by recapping the discussion points, thanking the employees for their participation and showing your support for the employees.

Things to be discussed in the review meetings as per the organization policy

- **Talk about your achievements:** Discussing your achievements is a good way to impress your boss and highlight what you have been up to for the past year.
- **Talk about a Raise:** If you want to bring up the topic of a pay review or raise, now is the perfect time to do that. However, I strongly advise against saying something as simple and tactless as ‘Can I have a raise?’
- **Ask about the development of the business:** Show interest in the overall development of the business and are eager to understand where you fit into the picture
- **Set clear goals:** A yearly evaluation is the perfect time to set clear goals for your professional development
- **Give feedback to your manager:** Meeting review helps yourself, your manager and the overall organization.

Conclusion

This learning outcome covered: Mapping of relevant stakeholders, resource mobilization among stakeholders, development of the stakeholders’ directory and planning and review meetings.

Further Reading



Read more on how to mobilize case management resources from Finch, Wagner, &Hynes, (2012). Resources prospectively: How actors mobilize resources in business settings.

16.3.6.3 Self-Assessment



Written Assessment

1. Give out the right definition of mobilization.
 - a) Having people work together
 - b) Encouraging the people to do the work in a manner that is required

- c) The action of making something movable or capable of movement
 - d) Getting the work done
2. What are the two levels of mapping stakeholders?
 - a) Level of interest and influence
 - b) Level of commitment and hard work
 - c) Level of work and intimidation
 - d) Level of high and low
 3. Which of the following is not the step of stakeholders mapping?
 - a) Identifying the stakeholders
 - b) Knowing your stakeholders
 - c) Honouring your stakeholders
 - d) Involving stakeholders
 - e) Awarding your stakeholders
 4. Which of the following is not the category of resources?
 - a) Physical resources
 - b) Internal and external resources
 - c) Human resources or staff
 - d) Financial resources
 5. What is the right definition of the stakeholders?
 - a) The owner and the right person in the business
 - b) The employer
 - c) A social work
 - d) A person with an interest or concern in something especially in business
 6. Which one of the following is discussed in review meeting?
 - a) Talk about your achievements
 - b) Talk about the organization's issues
 - c) Say the truth on what really matters
 - d) Come out with objectives
 7. Why is resource allocation important?
 - a) It helps reach your organization's strategic goals
 - b) It helps minimizing the organization resources
 - c) It helps in keeping all things right in the organization
 - d) It helps to know where everything is in the organization
 8. Illuminate what resource management is.
 9. Expound on mobilization of resources.
 10. Analyse the procedure for planning and reviewing meetings in case management.
 11. Summarise the different stakeholder's in case management

Oral Questions

1. Outline importance of conducting planning and review meeting.
2. Identify resources among stakeholders in an organization.

Practical Assessment

Describe approaches used in mobilization of a case management resources.

16.3.6.4 Tools, Equipment, Supplies and Materials

- Tablets
- Smart phones
- Stationaries
- Furniture
- SD cards and readers
- Screen
- Recorders

16.3.6.5 References



- Clough, D. R, Fang, T.P, Vissa, B, & Wu, A. (2019) Turning lead into gold: How do entrepreneurs mobilize resources to exploit opportunities? *Academy of Management ANNALS*, 13(1), 240-271.
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- One, Y. (2020). Barriers to change in Rural Tourism: Dependence Effect on local Tourism Resources. In *community-based Rural Tourism and Entrepreneurship* (PP.137-150) springes, Singapore.

16.3.7 Learning Outcome No 6: Execute case management plan

16.3.7.1 Learning Activities

Learning Outcome No 6: Execute case management plan		
	Learning Activities	Special Instructions
	6.1 Conduct case management planning meeting as per organization policy 6.2 Allocate case management resources as per organization policy 6.3 Implement case management plan based on the resources allocated	Product resources Set a study set for case management Create a study case to be studied

16.3.2.2 Information Sheet No16/LO6: Execute case management plan



Introduction

This learning outcome covers: Case management planning meeting, allocation of resources and implementation of the case management plan.

Definition of key terms

Case Management plan: This is a process focused on identifying client's needs, clarifying goals, setting priorities and identifying steps necessary to achieve.

Allocation of resources: This is the apportionment of productive assets among different uses. Resources of allocation arises as an issue because the resources of a society are in limited supply, whereas human wants are usually unlimited.

Case management resources: These are assets required for case management to take place. They may include: labour, materials, (according to area of specialization) and equipment.

Content/Procedures/Methods/Illustrations

6.1 Case management planning meeting is conducted as per organization policy

Case management planning is the process focused on identifying client needs, clarifying goal and hopes, setting and identifying steps/action necessary to achieve this. It is client driven and empowers the client.

Planning case management

The step establishes specific objectives, care goals and actions necessary to meet a client's needs as identified during the screening and assessing phase. During this step a case management plan of care for your client is developed. It considers input and approval of the client.

The case plan should include a description of what the members of the client unit want to change so that the case can be closed. The plan will include immediate, short term and longer term changes or goals. The case management plan development identifies outcomes that are measurable and achievable within a manageable time frame and that apply evident based standards and care guidelines

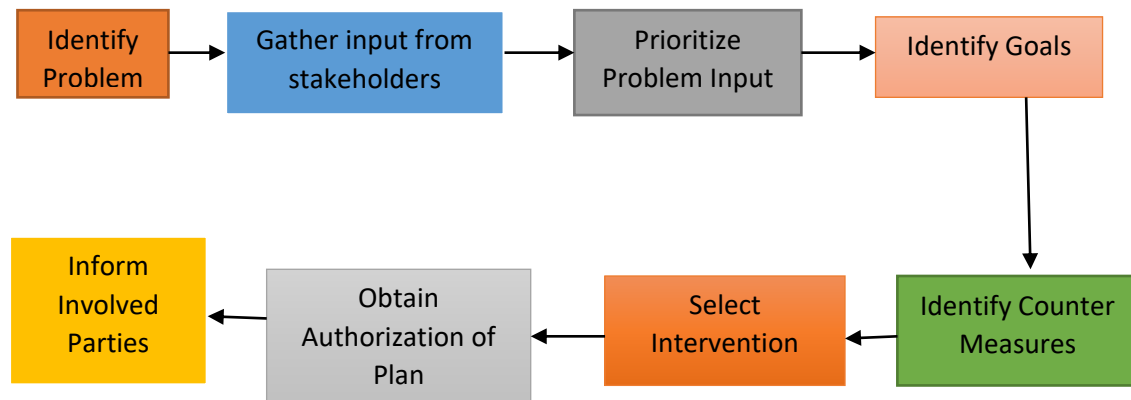


Figure 28: Outcomes for Case Management Plan

Identify Goals;

- Short
- Long-term
- Expectations

The plan is action oriented, time specific and multi-disciplinary in nature. It should be periodically reviewed with the client and sometimes do need to be adopted.

The formulation of the case management plan is that;

- It is developed based on information collected during the assessment process.
- Establishes goals and expectations and identifies appropriate services for each client as perceived by the client.
- Assist the client to identify short term and long-term goals and action plan.

Developing a planning process

Key terms in planning process include;

- Identifying appropriate community resources
- Developing a support plan to assist the service. It provides a written record of the plan, which the service and the client have developed together to meet the client's needs. Clients have developed together to meet the client's needs. Client issues which may be addressed in the support plan include:
 - a) What is the client's long-term goal?
 - b) What action can the client take?
 - c) Timeframe for action
- Written policies and procedures should be developed

Resistance to planning

This resistance may take place in the following ways:

- Inability to think clearly
- Lack of motivation
- Impatience
- Inability to organize themselves
- Fatalism and cynism

The ways to counter such resistance include;

- Positive approach
- Empathy
- Encouragement

6.2. Case Management Resources are allocated as per Organization Policy

Resource allocation is the process of assigning and managing assets in a manner that supports organizations' strategic goals. The following are the steps followed for resource allocation process.

i. Divide the project into tasks

For proper allocation of resources, one needs to divide the project into small tasks so that each task is assigned the necessary resources.

ii. Assign the resources as per task to be implemented

The following are examples of resources used in case management;

- Equipment
- Labour
- Materials
- Miscellaneous
- Facilities

iii. Determine resources attributes

Each resource comes with characteristics which must be sufficient to carry out the project. The characteristics include:

- Grade
- Quality
- Availability
- Specific characteristics (size, shape, length, color, speed)

iv. Resource levelling

This is the process of checking the resources to ensure their use is as smooth and level as possible.

v. Reallocate as necessary: Resources at times tend to be scarce they sometimes don't turn up on time or lose their usefulness.

vi. Track resource utilization

Importance of resource allocation

- It allows planning and preparing of the plan implementation or achieving goals
- It helps to schedule ahead and have an insight into the teams' progress, including allocating the right amount of time to everyone on the team
- It helps to control the entire work load
- It points a clear image on the amount of work that has to be done

6.3. Case management plan is implemented based on the resources allocated

Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. In the implementation plan is acted upon. The social workforce involved in implementing steps or the entire case management process is diverse and comprise of people working to improve the well-being of individuals within their community. They can include:

- Paid and unpaid workers
- Government employees
- Members of community-based coordination mechanisms.

Workers involved with the social service critical to implementing the case management process e.g. Teachers, doctors, magistrates, community health workers.

The implementing

During this phase it centres on the execution of the specific case management activities and interventions that are necessary for accomplishing the goals set forth in your client's case. In the phase case manager organizes, secure, integrates and modifies the health and human services and resources necessary to meet your clients' needs and interest. During this stage, it is important for the worker to provide supportive counselling and other services within their job description as well as identifying and facilitating any referrals to other services defined as part of the case plan. In some instances, the social service worker may accompany or identify someone in the client unit to accompany the client to the service point. Particularly when the client has expressed unwillingness or inability to do so alone.

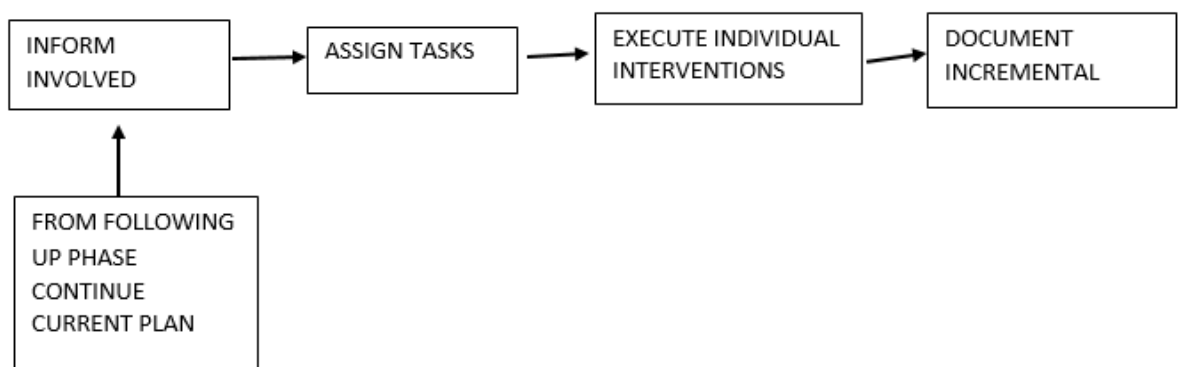


Figure 29: Implementation of case management plan

It is important for all the stakeholders work together to ensure that the case management process is coordinated and reflects shared core principles. They are also encouraged to work with their clients to identify opportunities, strengthens and weaknesses with the aim of increasing resilience.

Conclusion

This learning outcome covered: Case management planning meeting, allocation of resources and implementation of the case management plan.

Further Reading



Read on executing case management plan from Davis, & Simmel, (2014). Case Management Toolkit; a user's guide for strengthening case management Services in child welfare.

16.3.7.3 Self-Assessment



Written Assessment

1. All the following are tasks of case management **EXCEPT**?
 - a) Locate and broker services.
 - b) Monitor and expedite services delivery
 - c) Determine eligible for services
 - d) Coordinate fragmented services from multiple disciplines.
2. The desired outcome of case management consists of all of the following **EXCEPT**?
 - a) Cure of a primary condition
 - b) Environment accommodation
 - c) Skill training and acquisition
 - d) Empowerment
3. Highly vulnerable clients populations have all the following characteristics **EXCEPT**?
 - a) A single problem of a temporary and acute nature
 - b) Multiple needs requiring interventions from different disciplines
 - c) Multiple needs of requiring a long standing and ongoing nature
 - d) Needs and impairments that are outside the clients' volition for cause or solution
4. The strengths perspective in case management is characterized by all of the following **EXCEPT**?

- a) It focuses on resilience over vulnerability
 - b) Goals not deficits drive treatment
 - c) Assessment is by passed in favour of a goal direct treatment plan
5. Which of the following best describes case management?
 - a) A tool of health maintenance organization
 - b) Targeted toward a specific segment of the population
 - c) Implemented with individual clients
 - d) Used to monitor the health status resources and outcomes an aggregation
 6. Which of the following best explains why planning is so important today's health system?
 - a) Because todays clients have high expectations of the health care system
 - b) Because multiple providers, payers and settings have to be considered
 - c) Because of the new high technology constantly being created and used for client treatment
 - d) Because so many different health care providers are in the acute care setting today
 7. Which of the following states the primary problem that can result from health care today given by many different care providers?
 - a) Clients are not sure which provider to see firsts
 - b) Health care providers have to make referrals to other providers
 - c) Clients sometimes are not sure who their primary providers
 - d) Overuse under use of gaps in care may result
 8. Define case management plan.
 9. Demonstrate the process of performing case management.
 10. Identify and elaborate three resources required for a case management process to be conducted.
 11. Explore the importance of client assessment.
 12. Elaborate three key information required during screening of a customer.

Oral Assessment

1. Illustrate the importance of case management plan in a health field.
2. Give the importance of resources allocation.

Practical Study Assessment

It has been reported that there is a decline on the rate at which HIV/AIDS is being transmitted. Conduct a case management plan and give a report on what measures have been taken for the decline rate to increase.

16.3.7.4 Tools, Equipment, Supplies and Materials

- A functional operations office
- Transport means
- Computer
- Internet connectivity
- Stationery

16.3.7.5 References



Charity Human Services, Bitfocus (2016). 3 Principles for Effective Social Work Case Management.

Davis, RT. & Simmel, c (2014). Case Management Toolkit; a user's guide for strengthening case management Services in child welfare.

Fried lender, WA (2013). Concept And Methods Of Social Work; prentice Hall MC, Englewood Cliff, N. J

16.3.8 Learning Outcome No 7: Conduct case management follow up and monitoring

16.3.8.1 Learning Activities

Learning Outcome No 7: Conduct case management follow up and monitoring	
 Learning Activities	Special Instructions
7.1 Monitor case management review plan progress as per organization policy 7.2 Conduct case management review meetings as per organization policy 7.3 Prepare progress reports as per organization policy 7.4 Implement recommendations as per SOPs	Group discussion Written tests

16.3.8.2 Information Sheet No16/LO7: Conduct case management follow up and monitoring



Introduction

This learning outcome covers: Importance of monitoring in case management, formulation of a monitoring plan, implementation of the monitoring plan and implementation of report recommendations.

Definition of key terms

Case management review plan: This is the process of re-visiting the plans that were made so as to improve on the policies to be put in place.

Progress report: This refers to a document that shows the positive outcome on the progress of an organization.

Content/Procedures/Methods/Illustrations

Case management review plan progress is monitored as per organization policy

It is a vital thing to have monitoring and evaluation for projects or organizations' so as to know the progress of activities and if the goals are being met. We have steps in the process of monitoring. They include:

Designing of an effective monitoring plan

A monitoring plan is very important while coming up with a monitoring plan one should consider the goals that are to be met and the activities which are to be done. The plan should be aimed at assessing the organizational or projects activities.

Data collection

This is where the one who is doing the monitoring actively engages themselves in the activities of the organization so as to gather information. This information will be able to tell if the projects progress is good or bad. This is where the person monitoring finds out if the projects budget will be strained or not. It is the longest process in monitoring.

Report and findings

In this stage the monitor will share the finding from what he or she got while collecting data. They have to compile a well detailed data on the analysis that he or she made.

Change implementation

After a report has been prepared solutions of the negative outcomes are prepared and put in place so as to improve the organizational goal achievement. The monitoring process is done throughout in an organization.

Importance of monitoring in an organization

- **Know the progress of the organization:** Through the process of monitoring one is able to know if the organization is running as it should or is the progress stack. Monitoring is a good way of knowing what is going on in an organization.
- **Identification of challenges:** Through the process of monitoring one is able to know the challenges that are in the organization. This is important as one is able to deal with issues before they get out of hand. Problems are usually identified early.
- **To know if targets are met:** In any organization we have targets that need to be met for the organization to move forward. Through monitoring one will be able to know if the set target is met and which areas need to improve so as to meet their targets.
- **Identification of risks:** Risks may arise from time to time in an organization. They can only be identified through constant monitoring in the organization. This ensures that the risks do not affect the organization too much.
- **Team performance:** Through monitoring one is able to know the performance of workers in the origination. Team performance helps in knowing who is working and who is not. It can also identify areas that need more people.
- **Identification of areas that need change:** For an organization to function well change is inevitable. Things have to be changed so as to be at per with the technological advances. Monitoring helps in identification of areas that need change.

7.2 Case management review meetings are conducted as per organization policy

Case management review meetings are usually held so as to brainstorm on how all the goals will be achieved. Steps of forming a cases management process;

- Screening
- Assessing
- Satisfying risk
- Planning
- Implementation/care coordination
- Follow up
- Transitional care
- Communication past transition
- Evaluation

Reasons for holding case management meetings

- **Defining rates and responsibilities:** The roles and responsibilities will be well defined for the workers and the roles they should play in the organization.
- **Agreement of the work:** This is where a case is analysed and agreement is made on what should be done.
- **Definition of purpose:** The workers discuss on the purpose of what they do what they intend to achieve and what actions they need to take.
- **Do an assessment:** Assessments are done to see where they are the progress they have made and where they need to be.
- **Develop a case plan:** A plan is made on the progress that needs to be made.
- **Decision making:** Decision are made on how to achieve goals set in the plan.
- **Goals reviews:** The goals are reviewed and actions on how to reach the target are made.
- **Closure:** The plans are made towards having positive change or transformation.

7.3 Progress reports are prepared as per organisation policy

Progress report refers to a document that shows the positive outcome that are there or have achieved towards set goals.

Steps of writing a progress report

- ii. Write the purpose of the report:** This is the first step where one is required to clearly state the purpose of the progress report. It should state the clear objectives that one needs to obtain from the report.
- iii. Find a topic:** The topic of a report should include a name for the project the writers name and the position they have a date and details of the beneficiary.
- iv. Do an introduction:** This should provide details clearly set for the people to read. The introduction should include what you are doing why and expected findings.

- v. **Write the hypothesis:** In the hypothesis one should have details of the findings of what you researched on the problems or issue arising and lastly the recommendations you suggest.
- vi. **Summary:** Short key points are written and discussed. It entails the important matters that are involved in your activities.
- vii. **Report reviewing:** Editing and polishing is done during this time.

Importance of a progress plan

- A progress plan helps one to know that the project is moving in the right direction. It is a way of reassurance that a project will end on time.
- The recipients are able to evaluate their work through the progress plan. They will be able to know what they have been able to achieve in a certain period of time.
- It can act as a good to help the workers to come up with schedules that help them complete their tasks on time
- A progress plan helps one have an outlook of the company's progress and challenges.
- Through a progress plan one is able to foresee the challenges that might arise and try to avoid them.

7.4 Recommendations are implemented as per SOPs

Recommendations: This refers to the suggestions of what can be done to improve an outcome after analysis of a report.

What makes a recommendation good?

- It should suggest the actions to be taken so as to solve the issues found from the report.
- It is usually short clear and precise
- It contains information expressed in order of importance
- It's based on the findings from the content of the report

How do we implement recommendations?

After writing a report one has to implement the recommendation or everything was done for nothing. When implementing the recommendations. One has to ensure that all the members in the organization are aware of the recommendations that have been suggested. Thereafter the recommendations are to be put in place according to the needs priority. Each and every person should know of what is stated in the recommendations and what has been implemented first. An example on how this can happen is in a case where there is insecurity in an area and the recommendations involves having street lights, getting a watchman and having police to patrol in that area. One is to check which one should come first and easy to implement. First they will get a watchman, and then have the police to patrol by requesting them then lastly organizing to have street lights.

The importance of recommendations in an organization

- **Help in policy formulation:** After a report has been written and the recommendations clearly documented one can be able to use this information to be able to formulate policies. These policies will be aimed at improving the organization. These is a good process as the policies formulated will be able to address the issues of the organization.
- **Help to plan:** Through the ideas that have been suggested in the report or recommendations one can be able to form plans. The plans will be guided by recommendations so that the plans will be achievable and for the goodness of the organization.
- **Know areas that need improvements:** Recommendations helps one to know the areas that need to have changes and improvements. Recommendations show areas that have gaps and need improvements.
- **Acts as a guide:** Recommendations acts as a guide to help people know what to do and how urgent an issue needs to be addressed. It will guide people on action to be taken.

Conclusion

This learning outcome covered: The importance of monitoring in case management, formulation of a monitoring plan, implementation of the monitoring plan and implementation of report recommendations.

Further Reading



1. Read more on case management review meetings from managing a big project, the case of ramco cements by dulta D & Base (2002)

16.3.8.3 Self-Assessment



Written Assessment

1. Monitoring is only done at the end of a project.
 - a) True
 - b) False
2. Monitoring is not important in an organization.
 - a) True
 - b) False

3. Which one is an importance of monitoring?
 - a) Identification of challenges
 - b) Acquiring knowledge on the organization
4. Monitoring is vital thing in the organizational success.
 - a) True
 - b) False
5. Can organizations do without monitoring?
 - a) Yes
 - b) No
6. Is case management important in an organization?
 - a) Yes
 - b) No
7. In the process of monitoring does one require a monitoring plan?
 - a) True
 - b) False
8. What is the process involved in the monitoring process?
9. State the importance of monitoring.
10. Discuss the case management process formulation.
11. Why should one have a case management meeting?
12. State the disadvantages of not having monitoring in an organization.

Oral Assessment

1. What is monitoring?
2. Clarify what case management entails.

Case Study Assessment

In the past six months, the rate of employees quitting their jobs in Tradestone Company has been very high. Carry out a case management meeting in Tradestone clearly outlining the process in that organization.

16.3.8.4 Tools, Equipment, Supplies and Materials

- Stationery
- Reference materials
- Computer
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders

16.3.8.5 References



- Bing L.I.A.N (2010). A Study on Management System of Environment Emergency Monitoring
- Cook M G Hunt P. G. Stone K C & Canteberry J H (1996) Reducing Diffuse Population through Implementation of Agriculture Based On Management Practices
- Dulta D & Bose I (2015). Managing a big data project the case of ramco cements limited. Internal Journal of Production Economics 165, 293-306
- Owarfordt, S, S, Borgiel M & Berg C (2008) Monitoring Forsmark.

16.3.9 Learning Outcome No 8: Evaluate case management outcomes

16.3.9.1 Learning Activities

Learning Outcome No 8: Evaluate case management outcomes		
	Learning Activities	Special Instructions
8.1	Develop case management evaluation plan as per organisation policy	Discussion
8.2	Develop case management evaluation tools as per organisation policy	Group discussion
8.3	Do administration of case management evaluation tools as per organisation policy	Evaluation tools and data collection tools
8.4	Carry out case management analysis of information gathered as per organisation policy	
8.5	Prepare case management evaluation report as per organisation policy	

16.3.9.2 Information Sheet No16/LO8: Evaluate case management outcomes



Introduction

This learning outcome covers: Importance of evaluation in case management, formulation of an evaluation plan, development and administration of evaluation tools and analysis of findings.

Definition of key terms

Evaluation plan: It is a written document that describes how you will monitor and evaluate your program, as well how you intend to use evaluation results for program improvement and decision making. The evaluation plan, clarifies how you will describe the “what” the “How” and the “why” of matters for your program.

Evaluation tools: These are tools used to evaluate programs or cases. They include; interviews, questionnaire, observation.

Case management: Case management is a collaborate process of assessment, planning, facilitation, case coordination, evaluation and advocacy for options and services to meet individuals and family’s health needs through communication and available resources.

Content/Procedures/Methods/Illustrations

8.1 Case management evaluation plan is developed as per organisation policy

Case management planning is a process focused on identifying client needs, clarifying goals and hopes, setting priorities and identifying steps/actions necessary to achieve this. It is client driven and it is meant to empower the client. Goals can be very small and concrete as well as long-term and broad.

Importance of case management plan

- Case management plan is important in;
- Establishing goals and expectations and identifies appropriate services for each client as perceived by client.
- Enhances collection of proper information for assessment process
- Assists the client in identifying short term and long term goals, and action plan.

Process for developing a case management plan

The following steps are followed in developing a case management evaluation plan

- i. Identifying appropriate community resources.
- ii. Develop a tool that will assist the service such as a support plan.

Some of the issues to be addressed by the support plan are;

- What does the client need in the immediate future to stabilize the current situation? (crisis needs)
- What is the client's long-term goal?
- What is stopping the client from achieving these goals?
- What can be done in the short term to achieve the long-term goal?
- What action can the client take?
- What action can the agency take?
- Time frames for action?
- Clients should be given a copy of support plan.

iii. Developing written policies and procedures which consists of the following;

- Who does the planning?
- When and how is the planning done?
- The use of tools including written support plans.
- Make sure the plan addresses the needs identified in the assessment process including needs of all family members.

Factors to consider when developing case management plan

- Goals should be achievable.
- The client should feel ownership of the plan, understand it, and have a copy written in their own words and language.
- Support plans should focus on achieving skills or resources necessary for independence from CPCC and should lead towards case closure.

Resistance to planning

Forms in which resistance occurs;

- Fatalism
- Cynicism
- Inability to think clearly
- Inability to organize themselves
- Lack of motivation

Ways to counter resistance

They include;

- Empathy
- Encouragement
- Positive approach
- Others such as close friends and counsellors

8.2 Case management evaluation tools are developed as per organisation policy

Evaluation tools are data collection tools, a survey or other data collection instruments. They include; surveys, interviews, questionnaires, observation among others. There are two main types of evaluation tools;

- Quantitative
- Qualitative

Qualitative evaluation tools are used to conduct most evaluation that focus on people's reasons for either failure or success. Quantitative evaluation tools mostly require attitude and opinions that can be measured in numbers, percentages, etc.

Factors to consider when selecting appropriate instruments

- What is the instrument measuring?
- Who is the target audience?
- What is the nature of the case?
- Availability of expertise

The evaluation tools to be used may include the following;

- Questionnaires
- Surveys
- Interviews (phone interview and face to face interviews)
- Observation among others

8.3 Administration of case management evaluation tools is done as per organization policy of the overall

Evaluation plan method grid

One tool that is particularly useful in your evaluation plan is an evaluation plan method grid. Not only is the tool helpful to align evaluation questionnaires with methods, indicators, performance measures, data sources, roles and responsibilities, but it can facilitate a shared understanding of the overall evaluation plan with stakeholders. The tool can take many forms and should be adopted to fit your specific evaluation and context.

Table 23: Evaluation plan method grid

Evaluation	Indicator	Method	Data resources	Frequency	Responsible
Question what process leads to implementation of policy	Interview description of process steps actions and strategies	Case study Interviews Document reviews e.tc	Site visits and reports	Pre and post funding period	Contractors

Budget

You should also consider the budget before the administration of case management evaluation tools. The evaluation budget discussion will vary from one tool to another. Written interviews can be more expensive than phone interviews. Surveys are more expensive compared to interviews. One can go for a method that suits their budget. The type of data you want to collect is also a factor to consider before administering the case management tools. Is it qualitative or quantitative data? Some data can be collected by both qualitative and quantitative tools given their diversity.

8.4 Case management analysis of information gathered is carried out as per organization policy

When carrying out analysis, you will also ensure that the quality of the information will stand up for scrutiny. Also make sure your method of collecting or monitoring information give you and others that you would, make monitor arrangements, so one has to ensure that they make the necessary adjustments. Any mistakes will always provide useful learning and support future improvement.

Barrier to effective analysis

Barriers to effective analysis may exist among the analysts performing the data analysis or among the audience. They include;

- Distinguishing fact from opinion: This is where one pioneers their own opinion rather than the facts collected during evaluation. It is more important to note that you are entitled to your own opinion but this should not affect the data.
- Cognitive biases: sometime evaluators may want to interpret information in a way that favours them, this is what creates cognitive bias.
- Innumeracy: this occurs when quantitative data is entered wrongly e.g. Instead of 100 one enters 10 these reduces value of percentage.

Confusing facts from opinions

You are entitled to your own opinion but you are not entitled to your own facts (Daniel Patrice)

Cognitive biasness interpretive information in a way that favours you.

Innumeracy: Lack of the literacy of numbers.

The techniques analysing quantitative data

- Check raw data for anomalies
- Re perform important qualifications
- Confirm main totals
- Check relationships between numbers
- Normalize numbers to make comparisons easier

8.5 Case management evaluation report is prepared as per organization policy

An evaluation is assessment of certain topics or subjects typically conducted for a specific purpose. An evaluation report, in the simplest sense, is a document which report the results findings, interpretations, conduction or recommendations derived through an evaluation. It primarily gives the executive summary of the points covered by the evaluation.

Importance of an evaluation report

- It is an essential way of presenting an evaluation to certain audiences
- It is an essential way to disseminate findings of an evaluation to concerned people
- It determines if the time and resources allocated for such evaluation were used accordingly

Key components of an evaluation report

Evaluation formal reports contain an essential part, and processes of evaluation.

The following are the key components of evaluation reports.

- i. Title (head):** Includes a clear and concise title, the author's names and dates of preparation.
- ii. Executive summary:** Should contain brief summary of the report.
- iii. Table of contents.** Includes overview of content
- iv. Introductory remarks:** Mainly short report introduction on purpose, and target of evaluation.
- v. Resources and methods:** Materials, equipment and methods involved in evaluation.
- vi. Summary:** Typically includes findings, conclusions and interpretations derived from the evaluation.
- vii. Recommendations:** Provides an idea on information dissemination and intended use of the evaluation's findings and conclusions.
- viii. References:** Contains the references used by authors upon report writing the evaluation.

The following are key components to include in an evaluation report;

- Cover page: This is the title page that has the name of the case being evaluated, Author or organization and year e.g. evaluation report
 - a) Workers health case management for company XYZ
 - b) August, 2016
 - Background
 - Methodology/ approach
 - Findings
 - Conclusion
 - Recommendation
 - Appendices
- i. The background provides an introduction to the project and the organization undertaking it. It can also include; funding in case it involves non-governmental organization.
 - ii. Target group: this gives information on individuals being managed.
 - iii. Methodology: section that gives the aim of evaluation and approach used. Several approaches can be used in case management such as action research.
 - iv. Schedule timeline: These gives details of how the evaluation was done in terms of activities and duration taken.
 - v. Conclusion: Include the outcomes of the evaluation
 - a) Team used to evaluate
 - b) Changes and implementations.

- vi. Recommendation: This section the evaluation recommends the necessary changes to be endorsed to improve the case.

Qualities of a good evaluation report

- Clearly states purpose and aim of the evaluation
- Target audience are well described
- Brief and to the point
- Use of proper information key section of evaluation process

Conclusion

This learning outcome covered: Importance of evaluating in case management, formulation of an evaluation plan, development and administration of evaluation tools and analysis of findings. It also covers the process of writing an evaluation report.

Further Reading



Read more on case management from: Evaluation of case management outcomes from ethical of a brief case management Intervention to link reining diagnosed HIV-Infected persons care Gardner (2005).

16.3.9.3 Self-Assessment



Written Assessment

1. Evaluation report are prepared before starting case management.
 - a) True
 - b) False
2. Which one of the following is not an evaluation tool?
 - a) Questionnaires
 - b) Surveys
 - c) Interviews
 - d) Phone calls
3. Which one is not a key component to an evaluation report?
 - a) Title
 - b) Executive summary
 - c) Literature review

4. Case assessment analysis are affected by brave from the evaluation.
 - a) True
 - b) False
5. Which of the following is a qualitative data collection tool?
 - a) In-depth interviews
 - b) Questionnaire
 - c) Surveys
 - d) Photos
6. The following are the ways to counter persistence to planning except?
 - a) Empathy
 - b) Positive approach
 - c) Eating well
7. Audiences should be considered before choosing an evaluation tool.
 - a) True
 - b) False
8. Explore the importance of an evaluation plan in case management.
9. Discuss the various techniques used in analysing cases.
10. Discuss the meaning of case management.
11. Highlight five evaluation tools.
12. Explore the main components to include in a case management evaluation report.

Oral Assessment

1. Name the 2 types of data collection methods?
2. What are the advantages of questionnaires?

Practical Assessment

You are in charge of children welfare at the ministry. You have been handling/ managing rehabilitation of street children from a slum in the organization. Your supervisor has asked you to prepare an evaluation for the period of the case management.

- a) Prepare an evaluation plan that you will use to implement this
- b) Describe tools you will use in data collection
- c) Provide an outline of your evaluation report

16.3.9.4 Tools, Equipment, Supplies and Materials

- A functional office
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders

16.3.9.5 References



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16.3.10 Learning Outcome No 9: Prepare case management report

16.3.10.1 Learning Activities

Learning Outcome No 9: Prepare case management report		
 Learning Activities	Special Instructions	
9.1 Gather relevant information as per organisation policy 9.2 Prepare financial report based on the gathered information 9.3 Compile final case management report as per organisation policy 9.4 Share final reports depending on the cases under management	Demonstrations Illustrations Discussions	

16.3.10.2 Information Sheet No.16/LO9: Prepare case management report



Introduction

This learning outcome covers: Preparation of a case management report. It entails collection of relevant information for report writing, preparation of a financial report, consolidation of the final case management and sharing of the case management report to relevant stakeholders.

Definition of key terms

Case management report: This refers to a document detailing an identified real problem, its effects in an organization and steps towards identifying effective solutions.

Financial report: This refers to a formal representation of financial information that is structured in a way that makes it easy for the end user to understand. It contains information that is correct and accurate. It is a major decision-making tool in an organization as it details the financial activities of an organization.

Case management: It is a method of service delivery that involves the professional social work while collaborating with other stakeholders to assess the needs of a client and his/her family and ensures that the client receives all the services in a timely manner. The social work plans coordinates, follows up and rallies for a package of suitable services to meet a client's need.

9.1 Relevant information is gathered as per organization policy

Characteristics of the information that is used in report writing

For the information to qualify to be used in report writing it must meet the following characteristics;

- **Accuracy:** For information to qualify to be used in the report writing process, it must be true. Precision is one characteristic that cannot be ignored. This information is used for decision making and thus decisions should be based on accurate facts to avoid misleading organizations.
- **Timely:** For information to be useful in the report writing process, it must be readily available when needed. Information is useful if provided when needed. It must also be up to date. Information that is aligned to the organization's current goals and objectives.
- **Objective:** Successful reports are based on information that is free from bias. It should be devoid of personal opinions; feeling and attitude. Every organisation should have reports that are prepared independently from organisation documents without interpretations from people.
- **Specific:** The information used in report writing should not be generalized or vague. It should be identified with the subject matter being addressed in order for information to be included in the writing of a case report. It should be exact in describing the case being addressed.
- **Consistent:** A case report is based on the available facts about case. The information included in the case should therefore be made up to facts that flow and add up. Consistent information brings forth an effective report.
- **Relevant:** The information provided should be relevant to the case being addressed. The facts represented should be a reflection of the reality to avoid coming up with misleading report.
- **Descriptive:** The information should exhaustively describe the case. It's important therefore that an organization gathers as much information as possible. Details are therefore very necessary in making good reports. Organizations should encourage inclusion of all details in report writing no matter how minor the detail may seem.
- **Free from errors and duplication:** Information presented in a report should be free from errors; this includes grammatical errors. It should also be consistent information but not duplicated. Repetition should be avoided.

Process of gathering information

Every social work should understand the process of gathering information in order to make their work effective.

- **Schedule interviews:** Information should be collected from all parties involved in a particular case. Interviews are important because they give direct responses from all concerned parties. These include; the person in need of the service, family members, and any other person who may have relevant information as pertains to the client's information
- **Document review:** Additional information is derived from important documents which may include; psychiatric reports, educational reports or medical reports. Keep a record of all these for future reference.
- **Create a safe interview atmosphere:** A safe environment helps in ensuring that a client is open, authentic and honest in the information that they reveal. A social work should be friendly enough to make a client comfortable. Insist on the confidentiality of the information that the client gives you as well as concentrate on his/her strength so as to encourage positive feedback
- **Ask open ended questions:** Open ended questions minimize the chances of getting a yes or no answers. It provides an avenue for detailed information.

Qualities of information used in report writing

- Accurate
- Timely
- Objective
- Specific
- Consistent
- Relevant
- Descriptive
- Free from errors and duplication

Components/elements of a case management report

The following are the major components of a case report and what they entail;

- **Executive summary:** This is the section that includes the clients and their situation, solution and the results. The executive summary basically involves the problem statement.
- **Introduction:** The introduction provides the background information of the client and his challenges. It also helps in making the leader familiar with the purpose of what is in the report. This section has all the details of the case.
- **Management approach:** This highlights the processes which were involved in getting things done. This includes planning, organizing, staffing, leading and controlling. It involves the coordination of human resources as well as material resources.
- **Implementation:** This outlines the implementation plan. In this section you outline who is responsible for the implementation, the costs and the impacts.

9.2 Financial report is prepared based on the gathered information

Financial report is also known as financial statement. It is a written document that illustrates the financial activities of an organization. They give the reader the information about the financial capabilities, performance and liquidity of an organization. It is easy to understand information that is accurate.

Components of financial reports

a) Statement of financial position and balance sheet

This shows the true financial position of an organization at a given date. It includes elements such as the assets: These are things owned by the organization e.g. cash, machinery etc, liabilities: This is what the business owes e.g. creditors, loans etc. Equity-this refers to what the business owes its owners i.e. capital.

b) Income statement/profit and loss statement

It shows the performance of the organization in terms of its net profit or loss in a given period. It has elements such as income - money coming in e.g. sales, revenue etc. and expenses which cost incurred by an organization in a given period include; rent, salaries etc.

c) Cash flow statement

This shows the movement of the organization funds in a bank. It also shows bank balance. The movement of cash can be classified as operating activities, investing activities and financing activities.

d) Statement of changes in equity/statement of retained earnings

This shows the movement of capital over time. It's derived from net profit and loss in a given period, share capital issued to be paid back, dividend payments, gains or losses etc.

Steps of writing a financial report

Financial reports are often reviewed and analysed by financial managers, project managers, donors, financial analysts and other government agencies. They must therefore be prepared in a clear manner and all the information provided must be accurate.

- i. Determine the period of time that the financial report will cover and this will be determined by the governing documents of the organization.
- ii. Review the ledgers: Make sure everything in the ledgers is up to date and recorded. Failure to do this will lead to an incorrect report. In the event that anything is missing, look for the missing document and update.
- iii. Prepare the balance sheet by ensuring that all the items are reported as of a specific day and time of the year e.g. as of Dec 31 2020.Format the balance sheet appropriately.
- iv. Set up the income statement page which shows how much money an organization made and spent in a given period of time.

9.3 Final case management report is compiled as per organization policy

Final case management report provides knowledge about a certain identified situation in a company which needs solution. Case management report, therefore helps in improving learning by promoting the application of new knowledge.

Qualities of a good case management report

- **Exhaustively tell the story:** A good case management report gives the description of the background problem, monitor the progress or identify a lack of progress, give conclusion and possible solutions that if implementation can bring results.
- **Content must systematically flow:** A good case management report should have content that logically flow. The reader must be able to identify the situations background, the problem identified, possible solutions, and implementation strategies as well as expected results. The cycle from the problem all the way to the solution must be clearly explained in a way that is easy to understand.
- **Must have solution to the problem:** A case management report provides a background to the problem. The context explains how the problem came to be. It also provides a comparison between the present and the past and therefore makes the proposed solutions impactful.
- **Customer content:** A good case management report must focus on the customer. The customer is the most important person to any organisation. The problem identified in case management and the solutions provided must have customer in mind. For example; are the customer needs most adequately? Are there any arising needs that need to be met? Whatever it is a case management report must ensure that client and company relationship is strengthened for mutual benefits.
- **Uses simple language that is easy to understand:** The main aim of case management report is to deliver relevant information and not to impress. A good report is devoid of jargon as it complicates the message intended for the reader.
- **Based on facts:** A good case management report is grounded on facts. All relevant documentation should be used to ensure that the conclusion arrived at are accurate as well as the potential results. There should be tangible evidence that the problem was identified and solved through the description provided in the report.

Benefits of a good case management report

Good case management report has the potential to positively impact an organization in a big way and make a difference. The following are some of the fundamental benefits derived from accurate case management report.

- A good case management report highlights the effectiveness and the efficiency of an organization. This in return builds the overall brand of an organization

thus attracting more clients, retaining clients, attracting donors and partners as well as highly skilled members of staffs.

- A good case management report helps in identifying an organization strengths and weakness. An organization is able to know where they are succeeding or failing. This helps in putting improvement measures in place.
- Good case management report is used in decision making- This is because information and data provided gives an in-depth understanding of the state of the organization.
- A good case management report highlights an organization transparency and accountability as an organization takes responsibility of the problem and looking for solutions they build trust among the relevant stakeholders and this promotes the growth of the organization.
- A good case management report promotes good service delivery within the organization. By identifying problems and possible solutions organizations are able to focus more on delivery quality service to other clients.

Factors that hinder preparation of good case report

Discussed below are some of the factors that hinder the preparations of good and effective case report;

- **Lack of standard operating procedures and mechanisms:** The case management process should have an agreed upon method of evaluation. This helps in promoting consistency in case management reporting. Lack of such standardized operating procedures and mechanisms affects the quality of report prepared
- **Untrained workers:** Writing a good case management report is a process that requires skills, knowledge and experience. If the human resource involved in this process is not adequately trained or equipped, the final report will also reflect the inadequacies.
- **Lack of the relevant documentation:** Preparation of a good case management report highly depends on the availability of the right documentation. This includes all records available in the organization that will support the facts stated in the report. Lack of such documents will lead to a report that is not accurate.
- **Poor collaboration among the stakeholders:** Every stakeholder within an organization must be a willing participant in the case management process. Teamwork and maximum cooperation is an essential tool towards developing a good report. If there is a disconnect e.g. between the organization leadership and the employees, then it's likely that poor reporting will be experienced.

9.4 Final reports are shared depending on the cases under management

Discussed below are some of the ways and platforms that organization can use to share their case management report.

- **Website:** An organization can have an online platform such as webpage that is exclusively used for sharing case management report. This gives the reader the knowledge about the challenges of an organization and how they have been resolved. They don't have to be physically presented within an organization. A website is also a powerful marketing tool.
- **Blogs:** In this day and age where the technological advancement have become the order of the day, it's important that organization take advantage of the situation and give regular updates on case management report on their blogs. Organization should consider having blogs as it can also serve as a marketing tool.
- **Use of recorded videos:** People has gradually embraced video content and as technology grows, they are more inclined to consuming video contents. An organisation can use audio visuals to share their case management report. This is a sure way of attracting attention and drawing interest towards your content.
- **Share on social media:** Social media has become one of the most powerful communication tools that organization is using to grow their brand. An organization can take advantage of the large influence that social media has and share case management report. This is likely to reach a wide coverage. Organization can do this by posting links to their case management report on the various platforms.
- **Newsletters:** Organization can highlight their case management report in their newsletters. This is a traditional method of disseminating information but it never fails to meet its objectives.
- **Use case management reports in training your staff and orienting your customer:** Using the report is a training tool helps in giving more understanding and insight about the problems and their solutions. It builds client confidence and trust in an organization product or service. It also gives new employees confidence as they gain more knowledge about the organization.
- **Make your case management report accessible** by making it available among other organization library and information resource centres to achieve. This makes it readily available to the readers.

Factors that hinder effective sharing of case management report

- **Poor communication skills:** Regular communication should be an organisation priority towards achieving its goals and objectives. Poor flow of information whether vertically or horizontally may hinder effective sharing of report.
- **Lack of awareness:** Sometimes clients or even people within an organisation may not be aware of the existence, availability and also the accessibility of case management report that have been prepared by the organisation. This leads to the

underutilization of the information that would have otherwise been very useful if utilized.

- **Poor packaging:** In order for case management report to be effective it must be well packaged so as to provoke the interest of the potential reader. Case reports may have good content but if they are poorly packaged, they may not appeal the reader and thus remain under-utilized.

Conclusion

This learning outcome covered: Development of a case report, collection of relevant information for report writing, preparation of a financial report, consolidation of the final case management and sharing of the case management report to relevant stakeholders.

Further Reading



Read more case management reporting from; Case management: a practical guide for education and practice by Fend Ago (2008).

16.3.10.3 Self-Assessment



Written Assessment

1. Case management is a process involves all the following except?
 - a) Personal client
 - b) Client's family
 - c) Relevant documents
 - d) Government approval
2. Which one of the following is not a quality of information used in case management report writing?
 - a) Accuracy
 - b) Timeliness
 - c) Objective
 - d) Electronic
3. Trained staff and relevant documentations are necessary for effective case management?
 - a) True
 - b) False
4. The following are factors that hinder effective sharing of case management report except?

- a) Effective flow of information
 - b) Poor communication skills
 - c) Lack of awareness
 - d) Poor packaging
5. All the following are done in case management except?
- a) Identifying a client
 - b) Speaking to the client's family
 - c) Determining the eligibility of services
 - d) None of the above
6. Determining the period of time and reviewing ledges are steps in writing a financial report.
- a) True
 - b) False
7. Which of the following is not a factor that hinders the effective sharing of case management report?
- a) Poor communication skills
 - b) Lack of awareness
 - c) Poor packaging of information
 - d) Availability of funds
8. Explain the term case management.
9. Summarize briefly what you understand by the term financial reporting?
10. Describe the main components of a financial report.
11. Highlight the qualities of a good financial report for case management.
12. Outline the characteristics of information used in report writing.

Oral Assessment

1. Mention any three factors that hinder effective sharing of case management report.
2. State five necessities of preparing a good case management report.

Practical Assessment

Prepare a sample case management report explaining all the major components.

16.3.10.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped stimulated operations training office
- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders

16.3.10.5 References



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16.3.11 Learning Outcome No 10: Disengage case management process

16.3.11.1 Learning Activities

Learning Outcome No 10: Disengage case management process		
	Learning Activities	Special Instructions
	10.1 Formulate the exit strategy based on each case 10.2 Implement the exit strategy as per organization policy 10.3 Carry out review of the exit strategy as per organization strategy 10.4 Prepare report as per organization strategy	Group work Demonstration

16.3.11.2 Information Sheet No16/LO10: Disengage case management process



Introduction

This learning outcome covers: Formation, implementing and reviewing an exit strategy during disengagement case management process.

Definition of key terms

Disengage: Is to extricate a person or a thing from another.

Case management: Is the process of going through, putting into practice, directing and weighing a variety of options and services needed to achieve one's desires or meet one's needs.

Implement: Is the process of accomplishing a certain goal or objective.

Content/Procedures/Methods/Illustrations

10.1 The exit strategy is implemented as per organization policy

An exit strategy is a way or method of leaving a present state. It is formulated based on each case

Steps followed in obtaining a successful exit strategy

- Value and appreciate the business of today. For one to exit the business for another person, it has to be of good value and have a position market share for its continuous survival.
- One has to look for ways of increasing the value of the organization. This means that for one to exit as dictated by the policy, the organization they are in has to be of a great value such that when it is put into sale, anyone intending to buy it has to find it to be of good quality and it can continue surviving in the market.

- iii. The organization has to be out on sale so that it can continue being in the market and hence have good share. Selling the organization would mean that she/he would have the money to continue surviving in it.
- iv. Coming to terms on when to sell the organization. When one finally meets an interested buyer, then the laying down the rules and regulations governing the selling practice should follow suit.
- v. One has to come to terms with the buyer on how the business deal of the sale will be structured to reduce the cost on the taxes charged.
- vi. A post sale strategy should be developed. This means that even after one exits the company and the sale has been made already, a good relationship with the buyer has to be maintained. There is need to have friendly terms and conditions regarding the business further step should also be taken where the buyer needs to be informed of ways of making the business gain more profits. In times of difficulties, the buyer should not be left alone instead the seller is obliged to offer any kind of assistance.

Examples of exit plans

- One should ensure that he or she benefits maximally in a company before exiting it. This is in regards to ensuring that he/she has increased their net salary and other expenses paid for by the company.
- One should also liquidate all the assets she or he has at the standard value of the market. In turn the money one gets should be used to pay all its debts and needs and save the remaining amount.
- One should also join in with the other business organizations before exiting.
- One can also let the company he/she is in be inherited by a member of the family he or she belongs before planning to exit.

Importance of disengagement in case management

- A misunderstanding with family or a health problem of an individual. A person with family problems or even health problems will not be able to conduct business activities effectively and efficiently hence the need to disengage from a case management.
- A decline in the economy. This would mean that the business will be affected negatively and may lead to it ending up incurring heavy losses hence the need to disengage from a case management.
- Ambiguous offers by larger companies to absorb one's company. The larger companies may offer stiff competition to the smaller companies hence the dire need to absorb them in an attempt to increase their market share; this would be an offer to the smaller companies to evade the stiff competition.

10.2 The exit strategy is formulated based on each case

Exit strategy is a way or method of leaving a present state. The exit strategy is formulated based on each case.

- Exit strategies can be used when an organisation wants to come to an end of its operations due to its non-profitability in the market. It can also be applied by an organisation when it makes profit and has invested in other businesses.
- Exit strategy can be applied when an organization's top management wants to sell their unsuccessful company to reduce the losses it incurs. This may be due to misunderstandings among them or a common conclusion that the management came up with.
- This strategy can also be applied when there is a change in the market economy which may affect the business negatively. A quick example is high taxation introduced by the government on the products or services offered by the organization. This may put the organization market share at stake since the organization will have to increase the prices of its products and this may make its customers opt for substitute goods hence the risk of incurring losses is unavoidable.

10.3 The exit strategy is implemented as per the organization policy

Phasing down: This is a process in which the community's program activities are slowly reducing.

Phasing out: This means that a sponsor who was financing a certain community's program has withdrawn from giving finances to the program.

Phasing over: This means that when a sponsor of a certain community's program wants to withdraw, he or she hands over the program to another institution.

10.4 Review of the exit strategy is carried out as per organization strategy

i. Value and appreciation of a business today

One should value his or her business accurately before putting it on sale. One should ensure that they do not lose any money or fail to get the buyer of that business. One who lacks good knowledge in accounts, often one should have a more knowledgeable person in that area to do the selling for them.

ii. One looks for a way of increasing the value of his or her business

The buyer should ensure that before selling the business it has attained a great value. This could be done by inviting a professional to conduct the evaluation of the business and come up with the best price which can be sold at.

iii. One has to put the organization on sale

A professional is needed especially in marketing who will engage on the sale of that business with interested buyers. The professional should be in a good position to amicably argue out the price of the business which is standard. He or she should also take into account the various reasons the buyers are giving for selling a particular enterprise.

iv. Coming to terms when to sell the organization

There should be terms that need to be followed that give a guideline on how the sale should be provided. These terms need to be favourable to both parties involved and should cover extensively all the details pertaining the business, its sale and after sale not leaving behind the taxation policy that is often implemented during the sale of that enterprise.

Developing a post strategy

Open ended questions can help in the achievement of a review of the post-sale strategy. An incentive could also be offered to the buyer to know exactly what his or her desires are. A visit to the buyer could also be done to check on their doing and also engage in the sharing of positive comments which have been received regarding that business from other people.

How exit strategy is carried out

This strategy is carried out by;

- Putting the organization on sale
- Making the organization one's own cash cow
- Liquidating the organization
- Joining with another organization

Review of exit strategy

HIV/AIDS pandemic has cast the lives of many people in the community who contribute socially and economically to the community's growth. Their demise causes a slow economic growth which therefore lead to poverty. Nutrition of food security. The nutritional needs of persons who are sick or infected with HIV/AIDS are high. The provision for their notorious foods are expensive whereas the infected persons do not contribute towards the income of the homes. The financial status of families are negatively affected and therefore little or no growth.

Report is prepared as per organization strategy

When an organization wants to detach itself from the market, it has to first have valid reasons that make it want to detach. These reasons should be realistic. At other times, the business may be persuaded by other businesses of higher market share to disengage itself. Stiff competition and heavy risks incurred would be other reasons that could give smaller business to feel like quitting. The business owner will be able to state their value which will be accepted or if not would necessitate a negotiation so as to arrive at a standard value. During the sale of the business to a larger business the management should look for ways of increasing their business value so as to claim more value in terms of money. The business detaching should put itself on sale, being on sale should involve setting a price for the business. The professional should be in a good position to negotiate with the buyers for a standard price. The business should be done peacefully so as to promote peace and harmony between the parties involved.

After the sale, the buyer and the seller should maintain a good professional relationship with each other. The seller already has an experience in the business and could help the buyer manage it and enlighten them on ways of improving it.

Preparing a report as per organization strategy

- Have valid reasons for wanting to detach
- Selling the organization
- Establishing a relationship with the buyer after the sale

Conclusion

This learning outcome covered: Formation, implementing and reviewing an exit strategy during disengagement case management process.

Further Reading



1. Read more on the rules of disengagement from Benjamin F Henwood (2015)
2. Read more about case management in human services David Snow (2018)

16.3.11.3 Self-Assessment



Written Assessment

1. Identify a statement below which is false.
 - a) Exit strategies are used by an organization when it wants to end its operations
 - b) Exist strategies applies to a business that has made huge profits and wants to invest in other businesses
 - c) Exist strategies can be applied when the economy of the country is at stake
 - d) Exist strategies cannot be applied when there is political instability
2. Which one among the following is not an example of an exit plan?
 - a) One should first purchase all assets
 - b) One should first liquidate all assets
 - c) One should join in with other business organizations before exiting
 - d) One can let his or her company be inherited by a family member

3. Which one is not true?
 - a) A health problem can cause one to disengage in case management
 - b) A decline in the economy can cause one to disengage in case management
 - c) Donor funding into the business can cause one to disengage in case management
 - d) Ambiguous offers by larger companies can cause one to disengage in case management
4. Which one of the following is true about disengaging?
 - a) Detach
 - b) Withdraw
 - c) Both of the above
 - d) None of the above
5. The following are the steps followed to obtain a successful exit strategy. One is incorrect identify it.
 - a) One has to find ways of increasing the value of the business
 - b) One has to seek legal permission from a court of law.
 - c) One has to put his or her business on sale
 - d) One has to value the business today or at the moment.
6. What is a case management?
 - a) A process of analysing and weighing different options and services to achieve one's desires.
 - b) An illegal activity that has just taken place.
 - c) An illegal activity that is being handled in court.
 - d) An organization's activities in a firm.
7. In which areas can one apply the case management?
 - a) A court of the judiciary
 - b) Police station
 - c) One's own company
 - d) A government healthcare centre
8. Evaluate the advantages of case management
9. What is the meaning of disengaging a case management?
10. Highlight two importance of disengagements in Case management.
11. Give two examples of exit plan
12. Briefly prepare a report as per the organization's strategy

Practical Assessment

Company X wants to disengage itself from the marketing of cotton materials. As a shareholder of the company guide it in the disengagement process.

16.3.11.4 Tools, Equipment, Supplies and Materials

- A functional office
- Fully equipped stimulated operations training office
- Video cameras
- Tablets
- Smart phones
- A book and a pen
- TFT screen
- Recorders

16.3.11.5 References



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16.3.12 Learning Outcome No 11: Finalize or refer case management

16.3.12.1 Learning Activities

Learning Outcome No 11: Finalize or refer case management		
 Learning Activities	Special Instructions	
11.1 Conduct termination session is conducted as per SOPs 11.2 Review individual plan as per organization policy 11.3 Recommend referral based on the case under management	Classroom simulations Group exercise Oral discussions	

16.3.12.2 Information Sheet No16/LO11: Finalize or refer case management



Introduction

This learning outcome covers: Case management termination process, reviewing of individual plans, the formulation of individual plans, and referral of cases.

Definition of key terms

Referrals: This is the training of someone from one professional to another who is better placed and competent in assisting them.

Termination session: It is when the intervention process between the social work and the client comes to an end.

Content/Procedures/Methods/Illustrations

11.1 Termination session is conducted as per SOPs

Termination session entails bringing to an end the relationship between the client and the social work based on certain criteria. The termination session should be discussed at the onset of the relationship so that the client is prepared for the time when it finally comes.

Considerations during Termination

- The social work must acknowledge the importance of terminating the sessions by the social work to the client.
- Communication of termination procedure there should be an informed consent from the client.
- Documentation of all the client information including progress summary, causes of summary, causes of termination
- Explore with the client other alternatives after termination
- Keep the relationship professional by maintaining boundaries

Situations that permit termination process to take place

- When the needs of the client are beyond the qualifications or experience of the therapist e.g. medication therapy is required from psychiatrist.
- When the therapist feels that they cannot be able to continue with the relationship e.g. if they were threatened by client.
- Identification of conflict of interest after treatment commences.
- When the client is not making adequate progress.
- When the patient fails or does not comply with the therapist recommendations for treatment.
- Failure to show up or participate in the therapy
- When the client cuts communication with the client.
- When they do not fulfil the agreed consultation fee.

Factors to consider during termination session

- Effective communication should be considered and an informed consent form should be presented to the client
- Explore with client alternatives even after the termination
- Document all client information including progress summary and causes of termination.
- The social work should keep the relationship personal by maintaining boundaries after termination
- Social work should ensure that the financial arrangements are known and clear to the client and are signed in the contract.
- Ensure that the client poses no harm or danger to the others and to self
- Ensure that the consequences for termination are discussed with the client prior to the termination process.

Criteria for terminating a client social work relationship

- i. Determine progress: The social work determines the progress of the client and makes noted on why the termination session had to take place.
- ii. Communicate with client: Both the social work and the client should agree on how and why the termination process is taking place.
- iii. Formalize termination: The termination letter is personalized and handed to the client. Components of the termination letter include;
 - Name of client
 - Date when treatment began
 - The effective termination date
 - Reasons for terminating the relationship
 - Treatment summary and appropriate recommendations
 - A list of referrals needed

- iv. Documentation: Ensure written documents of reasons for initiating therapy, progress of the client and in case of referral, who and where the client should be referred.

11.2 Individual plan is reviewed as per organization policy

Individual plans entail the required services that families and communities require to achieve the required services that that families and communities need to achieve general wellbeing goals. Policies of the state require that the family case plans be documented within 60days while county policies necessitate a period of 30 days.

Components of an Individual Case Plan (ICP)

- What outcomes which if achieved indicate that the risks of the case will be reduced?
- The activities which must be done or performed to achieve these outcomes.
- What approaches/interventions are required to facilitate the achievement of these outcomes?
- The timeframe of task implementation, attainment or outcomes and achievement of set goals.

The objective of an individual case plan is to ensure that the threats to an individual have been removed or eliminated and that their emotional and physical needs are met.

Reviewing individual plans

In order to review or assess individual plan success, it is necessary to assess the outcome/tasks or goals of the plan that were included in the beginning of the process. These outcomes will then provide the appropriate metrics of evaluating the plan's process. Plan reviewing is therefore conducted along 4 domains listed below.

- **Individual level outcomes:** Has the plan led to positive improvement in the behaviour, mental health, education, physical health and attitude of the individual?
- **Caregiver or parent outcomes:** Have the plans led to positive mental health, parenting skills, and problem solving skills.
- **Family Outcomes:** Determine whether family roles, boundaries, social support and communication patterns have improved.
- **Environmental outcomes:** Determine losses whether the environmental factors which contributes to individual malfunctioning have reduced or have been eliminated. These factors include housing issues, social isolation and neighbour-hood safety.

Tools used to review individual plans

- **Personal SWOT analysis:** The SWOT analysis looks at the person in terms of their strengths, opportunities, weaknesses and threats that may affect their wellness.
- **Genograms:** Used to assess the history of the persons family to determine their psychosocial wellbeing
- **Socio-grams:** This tool is used to assess the relationship types within a social group to comprehend group behaviour.
- **Mind maps:** Captures, organizes and categorizes data that is collected while conducting interviews during assessment of the client

Importance of conducting reviews on individual plans

- Reviews are important because they assist social works to identify the areas in a client that require work for the client to achieve overall wellbeing.
- Reviews help the clients to understand why they went through the helping process and to make them more appreciative of the entire actions being undertaken.
- Reviews help the client to understand why they went through the helping process and to make them more appreciative of the entire actions being undertaken.
- Reviews also help to understand whether the plans are effective at achieving their recommended goals and whether a shift should be considered in an individual case.

Effective individual plans should

- Should show that the community is engaging in collective participation.
- The community is safe and free from risk and the initial threats that caused harm to the individual have been eliminated.
- Should depict an element of change in behaviour and outcomes at the onset of the plan.
- Should show progress and achievement of stated outcomes at the onset of the plan.
- Should have an element on recommendations in areas that require adjustment.
- Should depict the current level of risk to the individual and community in general.
- Should show how effective and efficient the plan was in achieving the set goals.
- Should reveal the levels of protective capacity in the community after implementing the plan.

11.3 Referral is recommended based on the case under management

Referrals are necessary in a social work- client relationship when either the client or the social work feels that the goals of the relationship are not being met. Referral is therefore the process of making recommendations for a client where to seek further assistance to enable them gain or achieve the objectives required. Referrals are written by professionals in social work with the mind of continuing a helping relationship but with another professional. For example, when a social work feels that the symptoms of a client go beyond therapy to include the need for medication. They could refer them to a psychiatrist who will then prescribe them with required medication.

Cases in which referrals should be recommended

- If the challenge being experienced by the client is not within the qualifications of the social worker.
- If the client decides that they do not want to continue with the helping process.
- When the time comes to terminate the contract but the goals of the client are not being accomplished or improving.
- When a different approach to therapy is required and the counsellor feels that someone else is more competent,
- When the client feels it is not safe handling a certain client.
- When a conflict of interest is noted by the counsellor which will affect the success of the helping process.

Types of referrals

- Private referrals
- Work cover referrals
- Autism initiative
- Mental healthcare plans
- Disability referrals

Conclusion

This learning outcome has covered; client termination process, conducting review and termination session and review and referral of individual case plans.

Further Reading



Read more on case termination by Feton E.E Polowy, C. (2015). Termination: Ending the therapeutic relationship. Avoiding abandonments.

16.3.12.3 Self-Assessment



Written Assessment

1. The termination session entails certain considerations, which one of the following is not a consideration?
 - a) Communication
 - b) Professionalism
 - c) Alternative exploration
 - d) Termination procedure
2. The following are reasons as to why a client-social work relationship can come to an end. Which one is not?
 - a) Fear of the client
 - b) When the social work is incompetent
 - c) When the client feels motivated
 - d) When the social work wants to start a relationship with the client.
3. Identify the component which is not a constituent of a termination letter.
 - a) Clients name.
 - b) Reason for terminating
 - c) Progress summary
 - d) Date of birth of the client
4. The following types of referral to offer to a patient/client after the termination after the termination process. Which one is not?
 - a) Work cover
 - b) Autism initiative
 - c) Private referral.
 - d) Emotional referral
5. The following are domains of individual plan review. Identify the one which is not.
 - a) Individual level outcomes
 - b) Caregiver outcomes
 - c) Environmental outcomes
 - d) Technological outcomes
6. The elements highlighted below are components of a termination process, which one is not?
 - a) Discussing on the first weeks about the end
 - b) Documentation
 - c) The termination letter
 - d) The client's school progress notes

7. The tools below represent tools for reviewing individual progress. Which one is not?
 - a) Genograms
 - b) Socio-gram
 - c) Mind maps
 - d) All of the above
8. Highlight five reasons why discussing about termination at the onset of a therapy relationship is important.
9. Describe the steps to undertake while conducting termination.
10. Briefly discuss five conditions that should be met for a client to be referred.
11. Briefly elaborate five reasons under which a social work-client relationship should be terminated.
12. Highlight the five constituents of a termination letter.

Oral Assessment

1. Explain situations that warrant termination in case management.
2. Explain why reviewing the progress of a client is important before the termination sessions.

Practical Assessment

Develop an individual plan for a patient suffering from psychological trauma caused by childhood abandonment.

16.3.12.4 Tools, Equipment, Supplies and Materials

- Reference materials
- Camcorder
- Video recorder
- Internet
- Smart phones
- Tablets

16.3.12.5 References



- Barker, R. (2014) The Social Work Dictionary (6th edition). DC: NASW Press
- Better ridge L.2014, fall) Early Addressing the challenges of termination Perceptive. Ontanic College of Social works and Social Service workers.
- Feton E.E Polowy, C. (2015). Termination: Ending the therapeutic relationship. Avoiding abandonments. National Association of Social of Social works-Utan Chapter

CHAPTER 17: MANAGEMENT OF COMMUNITY-BASED GROUPS

17.1 Introduction of the Unit of Learning/Unit of Competency

Management of community-based groups is a unit of competency offered in TVET level 6 Social Work and Community Development course qualification. This unit describes the competencies required to manage community-based groups. It involves identifying target group, mobilizing target group, planning group meeting, organizing group leadership, developing group objectives, planning group activities, carrying out capacity assessment and carrying out group activities. It also entails monitoring, evaluating and documenting group activities. The significance of management of community-based groups in TVET level 6 Social Work and Community Development curriculum is to equip learners with knowledge and skills to demonstrate people management, team work, social welfare policies, basic accounting and nutrition, and food supply so as to suit well in the world of work.

The critical aspects of competency to be covered include; demonstrated ability to establish contacts with the social development officer and prepare reports, identify key contact persons in a group project, carry out sensitization, mobilization and registration of new group members, portray the ability to monitor, plan, develop and implement group activities and document group activities. The basic resources include a functional office and fully equipped simulated operations training office.

The unit of competency covers eleven learning outcomes. Each of the learning outcome presents; learning activities that covers performance criteria statements, thus creating trainee's an opportunity to demonstrate competencies stipulated in the occupational standards and content in curriculum. Information sheet provides; definition of key terms, content and illustration to guide in training. The competency may be assessed through written test, demonstration, practical assignment, interview/oral questioning and case study. Self assessment is provided at the end of each learning outcome. Holistic assessment with other units relevant to the industry sector workplace and job role is recommended.

17.2 Performance Standard

Identify target group, mobilize target group, plan group meetings, organize group leadership, develop group objectives, plan group activities, capacity assessment, carryout group activities, monitor group activities, evaluate group activities and document group activities as per organization policy and standard operations procedures.

17.3 Learning Outcomes

17.3.1 List of Learning Outcomes

- a) Identify target group
- b) Mobilize target group
- c) Plan group meetings
- d) Organize group leadership
- e) Develop group objectives
- f) Plan group activities
- g) Capacity assessment
- h) Carryout group activities
- i) Monitor group activities
- j) Evaluate group activities.
- k) Document group activities

17.3.2 Learning Outcome No .1: Identify target group

17.3.2.1 Learning Activities

Learning Outcome No 1: Identify target group		
	Learning Activities	Special Instructions
	1.1 Establish contact with social development officer as per SOPs 1.2 Develop assessment tools as per organisation policy 1.3 Administer assessment tools as per organisation policy 1.4 Prepare assessment report as per the organisation policy 1.5 Identify target group as per organisation policy 1.6 Identify project area for a new group as per organisation policy 1.7 Do gender assessment as per SOPs 1.8 Do problem analysis as per organisation policy 1.9 Carry out recruitment of new members as per organisation policy	Discussions Case study

17.3.2.2 Information Sheet No17/Lo1 Identify target group



Introduction to learning outcome

The learning outcome covers: Identification of community target group, development and administration of assessment tools, preparation of assessment report and conducting assessment plan. Identifying project area for new group, gender assessment, problem analysis and recruitment of new members.

Definition of key terms

Target group: This is an audience of people that something is normally directed to.

Group dynamics: This is the process of studying behaviours of people when they interact in a group.

Content/Procedures/Methods/Illustrations

1.1 Contact with social development officer is established as per SOPs

A social development officer is in-charge of improving the well-being of an individual in the society so that they scale up to their full potential. Community group is formed to achieve a specific purpose/service for the people's benefit.

Importance of community group

- Community group helps individuals of the group become more collaborative as they can work together to improve themselves hence reaching their full potential.
- Community group makes leaders to be developed from the community as there is training, learning making members to be all rounded making leaders emerge from the community.
- Community group makes problems in the community to be solved as innovative and creative solutions come from the members of the community groups.
- Community group lead to cohesion as alliances are built across ages, ethnicity, races etc.
- Community group make all people to participate in community group's activity. This makes people restore their dignity, significance etc.

Social action model

- **Institutional (state) model of social action:** This model is initiated by the government. The aim is to benefit the people of a particular country with or without their participation. The social action is sponsored within the law e.g. government authorizes free health check-ups.
- **Institutional -social model of social action:** It visualizes social action by non-governmental institutional which are aided or unaided by the government, Rahul Mahida (2017). Social action is initiated with the support of the people in that country e.g. social action initiated by NGOs to readmit pupils who dropped out of school. In the beginning, the action is initiated for people but subsequently it progresses with and through them.
- **Social institutional model of social action:** This model of social action is initiated by citizens of a particular country self-help group etc. They seek help from formal groups that may be interested in supporting their cause.
- **Populist/ movement model of social action:** This social action model relies on popular social power and base. It stresses on self-reliance aided in collective effort continuing education. Participant work together by helping themselves and in the process, they strengthen their social power and base. It is an action of the people, for the people, and the people.
- **Gandhian model of social action:** This model of social emerges as a class because it emphasizes on spirituality, purity of means and ends, nonviolence as a creed, limitation of want, and more rearmament of people. Constructive thinking, mobilization, organization and action are essential ingredients of this model. This model contains three sub-types;
 - a) **Militant non-violent tradition.** This approach to social action calls for revolutionary and political character. There is normally forceful intervention to get drastic changes in the social structure.

- b) Gentle non-violent tradition.** This is the Satyagraha done by Viroba Bhale for Satyagraha and village and community reconstruction explains gentle nonviolent form of Gandhian social action
- c) Citizenship model of constructive work.** This concentrates on the grassroots level of citizenship through the means of education

The above models of social action are discussed in the book of Rahul Mahida 'models of action' published in 2017.

1.2 Assessment tools are developed as per organization policy

Types of group

- a) Formal group.** This is a group that is created within an institution to finish a specific task. E.g. an objective of launching new software system in the organization.
- b) Informal group.** It is a group that is informed not for a specific purpose. The members may form the group because they are in the same living estate they got or the same church
- c) Primary group.** This is a group that consists of a small number of people. They get into contact often and consist of group leaders e.g. a family group.
- d) Secondary group.** This consists of a large number of people who get together but rarely get together. This is because they interact less. The relationship of the members of the group is not long-term.

Stages of group development according to Bruce Tuckman's 1960

- i. Forming:** Members know each other by sharing private information and trying to know the duties to be executed. Goals and leadership have not been established yet as there should be first development of openness and trust.
- ii. Storming:** There is high emotions and tension among the group members as there is competition for status, position and control. This stage is complete when the conflicts within the group are resolved. There is the maximum intensity of conflicts and disagreement struggle for position and power. The group will most likely disintegrate if they do not resolve their conflicts.
- iii. Norming:** In this stage, the group is able to collaborate and interact in a cohesive way. There is improved communication in the group. There are agreed standards and procedures.
- iv. Performing/Total integration:** The group has matured; everyone accepts the other. At this point there is establishment of the contact, year of registration, type of the group and the group membership. The members are aware of all this and make decisions that help in the achievement of their goals.
- v. Adjourning:** The group prepares to disband if the goals set have been achieved. Members might feel bad for disbanding the group as they have been used to each other.

NOTE: A social developmental officer is one of the stakeholders who can be involved in group meeting when an objective is being established. If it is a formal

group in these chapter employees, supervisors, managers are to be involved in the introductory meetings. If it is a group that is formed to aid in helping the community representatives from the government can be involved in the introductory meeting.

1.3 Administer assessment tools as per organization policy

Activities of the group

The activities of the group are the rationale why a group is formed. The group members should understand that the activities of the group are the main reason as to why the group is formed. Group cohesion should be at top most for the group activities to be executed well. The group activities should be clearly explained to all the members of the group by the group leader; how the activities should be done and by whom should be well educated. The members of the group should be allowed to ask questions where they do not understand.

Contact of the group: The group should discuss the way people will get in touch with the group. There are various ways they can agree. These include; through telephone numbers, email addresses or meeting physically in an office, and through meetings.

Year of registration: The group should register as per the acceptable standard policy and be given a certificate that will indicate the year of registration of the group. It is issued by the relevant local authorities.

Type of the group: The group can be formed on the basis of the reason of its formation. The group can be formed on the basis of helping community members. This is a type of an informal group. A group can also be formal, primary or secondary.

Name of the Group: Naming of the group passes through the following stages:

- i. **Screening:** Where all the members suggest the name of the group which is then pre-screened to try and put confidence to each name.
- ii. **Linguistic Analysis:** The name is screened to check if it can mean anything negative in another ethnic community or society. The name has to have positive association in any environment.
- iii. **Contextual evaluation:** The name should be assessed to check if there can be mispronunciations, colloquial mishaps, nicknames etc.
- iv. **Digital viability assessment:** The names strengths is assessed using search engines, media e.g. is the name enticing, the transitions in other languages, is the name popular in another social platform?
- v. **Group membership:** Group membership consists of the members of the group. The group names are usually submitted to their secretary and some copy of personal documents e.g. Identification card.

1.4 Prepare assessment report as per the organisation policy

Assessment report is a written report that shows the results found out on a particular issue that was being assessed with the intention of making a selection decision, i.e. in this case a selection decision of how to identify a target group.

Contents of an Assessment Report

An assessment report should contain the following:

- The aim of the assessment: Why the assessment is being carried out i.e. to identify a target group is the reason the assessment is being conducted.
- The candidate's professional experience: A candidate is a person who carries out the assessment report. The candidate should be experienced, have the knowledge and skills of how an assessment is being carried out.
- The results of the assessment test: These are the outcomes of an assessment and the outcomes should be written down
- The explanation of the test results: The results should be explained in detail by the candidate. The test results must be well elaborated for them to be understood.
- The candidate's disagreement: The candidate can disagree with the interpretation of the test results and this must be included in an assessment report.
- The possible development actions: In the assessment report, the candidate should include his present or future professional occupation. The candidate should read the assessment report thoroughly before it is submitted to the authorized persons.

1.5 Target group is identified as per organisation policy

A target group is an audience whom something is directed to.

Development of Assessment Plan and tools for target group

Developing an assessment plan helps understand how a target group can be identified in most efficient and logical ways. Why develop an assessment plan?

- There is full usage of community based participatory research.
- There is order and it makes it easy while conducting the assessment
- The community is able to voice their opinions and priorities are put first as compared to those of professionals.

The people who are involved when coming up with an assessment plan include influential persons in the community, experienced professionals and skilled in carrying out assessment, community elders, and government officials.

The best way to develop an assessment plan for target group is using the available tools to get as much information as possible. The tools often used in this venture include money, people, time, and support. Developing an assessment plan will help

useful methods to be devised, create a community assessment structure that will help conduct a successful assessment.

Steps of coming up with an assessment plan

- i. Recruit a planning group: The planning group should represent all the stakeholders of the community. This helps get a real picture of all the community aspects. The planning group should oversee the assessment and also determine the persons within the planning group who will actually conduct the assessment.
- ii. Decide why the assessment should be conducted: E.g. to conduct an assessment to know how to identify target group. The reasons will affect how and from whom information is gathered, what is assessed, how the information collected will be used.
- iii. Determine what data is readily available: The data that is used to carry out the assessment plan should be readily available and timely.
- iv. Figure out what other information you need: The questions to be answered will depend on why the assessment is conducted. Before the assessment kicks off, all the resources should be accounted for to make sure all that is planned for is done.
- v. Decide on the methods of gathering data that could include: Public forums, direct observations, community mapping that aids in knowing the strengths of the assets they possess and interviews.
- vi. Decide whom you will gather data from: The same reason of having a planning group from all ethnic communities, a greater variety of people should provide data hence a real view of the community.
- vii. Decide who will collect the data: E.g. who will conduct the interviews, will the planning group be responsible for the collection of the data, or would they collaborate with the community members in the collection. The above questions touch greatly on the quality and quantity of information gathered. Community members often give honest answers if interviewed by people who are well known.
- viii. Decide who will reach informants: For information to be gathered, people have to be contacted e.g. through the use of telephones, emails. Or SMS
- ix. Decide who will analyse data and how it will be done: Data collected should be analysed to see what it means. Experts should be hired e.g. Data, to help conduct the analysis.
- x. Plan whatever training is needed: Deciding on who and how training will be conducted is vital. The planning group should be trained by non-members of the group on how they need to plan for assessment. All members of the group should be trained even if they are well educated.
- xi. Deciding how results of assessment will be recorded and how they will be presented. There should be an explanation on what was found after the assessment. The results should be presented in a simple, clear, and easy language. The more words of the members of the community who contributed their opinions are used, the more powerful the report.

- xii. Decide who will perform the assessment: The planning group should make sure everyone has tasks that meet their skills. E.g. data gatherers & surveyors. Having an assessment plan is to anticipate of everything that is needed in the plan.
- xiii. Create a timeline: Figure out what tasks should be done and how it will take to gather information.
- xiv. Present the plan: The assessment plan should then be presented in a sample form to these who will carry out the assessment. This will help them know if the assessment plan is likely to make gathering of data and analysis easy, if it takes into account the culture of the community.
- xv. The assessment to now identify a target group can be conducted. The target group is identified according to their needs.

1.6 Project area for a new group is identified as per organisation policy

A project area is a part that has processes, which governs how members' how members of the group should work. Project identification is the process by which a project idea is identified and the one with the highest priority is selected.

Purpose of project identification

- To develop a course of action
- To develop time frames
- To come up with budgets
- To address a development goal

Project identification Area

What is the problem? The problem definition forms a project area, the clarity of the project area should be summarized in one sentence.

What evidence is available? To support the problem identified: Data should be available that the problem actually exists. One can get data from doing research, statistics results e.tc. Data adds validity to the project area.

Other initiatives that have been targeting the same problem: Other leading organisation might have done similar project areas. Investigating this helps one learn from the previous findings, challenges hence getting new ideas and improving on how to tackle the problem.

What are the objectives and the expected results: The goal of what should be achieved and how the goal should be achieved. The goal should be very realistic as you cannot be able to solve every dimension of the problem.

Who will the project help? It is the key to know who will benefit from the project e.g. is it the whole community? Is it a particular geographic location? Talk to the members of the community to find who exactly are benefitting from the project. This will improve community participation and engagement.

Timeframe of the project: The project area should be defined i.e. the time it will take for the goals set to be achieved. Before setting on a timeframe, the number of people who will engage in the project should be considered.

1.7 Gender assessment is done as per SOPs

Gender Assessment is the process by which relationship between men and women is understood, their contact with resources, the challenges they face relative to each other. Gender Assessment includes;

- Division of labour
- Control over resources
- Their position in the community
- Their responsibilities

Importance of gender analysis/assessment

- It helps establish policy framework
- Budget frames are formed
- Strengths among different genders
- To know how to design the project
- Helps balance allocation of responsibilities in the project
- Helps to balance cultural and human resources

Factors to consider when carrying out Gender Assessment

- Who can participate in the project area?
- Who may make decisions in the project area?
- Not all men, not all women are the same.
- Who may find it difficult to participate or make decisions in the project?
- Who may be assisted by the project?
- Culture patterns, morals and norms of men, women, girls, and boys, what their experiences are like, issues being examined etc.

Steps to follow in Gender Assessment

- i. Request gender information: The information should be clearly requested from both genders separately and should be quantitative and qualitative in nature such that it gives a gender quality picture.
- ii. Participation of different groups: Both men and women should participate in consultation according to different household structures, age, income, i.e. Things that bring inequality among the genders.
- iii. Talk to both genders- Women should be talked to separate, as well as men and then all together.
- iv. Both women and men should be included in research so as to have access to both men and women.

1.8 Problem analysis is done as per organization policy

Problem analysis is the process of investigating the reasons for a failure.

Steps involved in carrying out problem analysis

- i. Understand the problem- the problem being experienced in the community should be figured out. The nature of the problem should be understood, what causes the problem and why it has become an issue.
- ii. Break the problem down into small types- when the problem is too big, it can be broken down into manageable small parts instead of trying to figure it out.
- iii. Define problem goals- after the problem has been broken down, goals can be defined for each small part, i.e. what is the end goal of each small problem part. One should know what he or she is working towards so as to know that they have arrived where they want.
- iv. Decide how to measure progress- the progress should be measured to know the accomplishment of each goal. This is important so as to know how far one has come towards the accomplishment of their goals.

Why should problem analysis be done?

- So that an existing issue or problem can be analysed
- To understand what is making the community not to progress
- To come up with several improvement opportunities

1.9 Recruitment of new members is carried out as per organization policy

Before the beginning of a recruitment process, the community should identify needs of the people in the community and the needs of the new members. The current members of the group should be maintained by keeping in their mind their needs too to earn their commitment and loyalty. The group members should;

- Feel a sense of belonging i.e. they are needed and appreciated
- Know the goals of the group
- Feel that the group will make a difference in the community
- Know what is expected of them

Recruitment techniques

- By word of mouth i.e. talking to friends, neighbours, etc.
- Using social media platforms to give information about recruiting new members
- Always being available to answer questions to help people to join the group
- Advertising in televisions and newspapers
- Having public meetings outdoors
- Inviting spouses to functions
- Using billboards in roads
- Placing bookmarks in libraries.

New member orientation

A good orientation should be done to retain the members. Training and orientation can be done on:

- The group
- Group structure
- Group files
- Past success

Conclusion

The learning outcome has covered: Identification of community target group, development and administration of assessment tools, preparation of assessment report and conducting assessment plan. Identifying project area for new group, gender assessment, problem analysis and recruitment of new members.

Further Reading



Read more on identification of target group from; Kalandides & Zenker (2009). Who's your target? The creative class as a target group for place branding.

17.3.2.3 Self-Assessment



Written Assessment

1. A group can be contacted through the following ways except?
 - a) Using telephone
 - b) Via email address
 - c) Through meeting
 - d) None of the above
2. Which one of the following is not a type of a group?
 - a) Formal group
 - b) Primary group
 - c) WhatsApp group
 - d) Secondary group
3. Which one of the following is a social action model?
 - a) Traditional social action model
 - b) Institutional model of social action
 - c) Movement model of social action
 - d) Gandhian model of social action

4. Which one of the following are not importance of community groups?
 - a) Cohesion
 - b) Leadership development
 - c) Problem solving
 - d) Fighting
5. The following are recruitment techniques except
 - a) Social media
 - b) Newspapers and television
 - c) Public meetings
 - d) None of the above
6. The following is a reason for problem identification which one is it
 - a) To make timeframes
 - b) To find more problems
 - c) Not to solve problems
 - d) To finds problem solvers
7. What is a social institutional model of social action?
8. Summarize the adjourning process.
9. Explore techniques used in group identification.
10. Outline three contents of an assessment report.
11. Explore two key persons included in an assessment plan.

Oral Assessment

1. What does the term target group mean?
2. What is a project identification area?

Practical Assessment

Find a problem that affects the activities of your learning process. Identify the group in the class affected by the problem, assess the problem, and find the solutions by developing an assessment plan that will lead to the solving of the issue.

17.3.2.4 Tools, Equipment, Supplies and Materials

- A sample of an assessment report from the internet
- Tablets
- Smart phones
- SD cards and card readers
- Recorders

17.3.2.5 References



Forsyth D. R (2000). One hundred years of group research: Introduction to The Special Issue. *Group Dynamics: Theory, Research and Practice*, 4 (1) 3.

Forsyth D. R (2018). *Group Dynamics*. Cengage Learning.

Kalandides A & Zenker, S (2009). Who's your target? The creative class as a target group for place branding. *Journal of place Management and Development*.

17.3.3 Learning Outcome No 2: Mobilize target group

17.3.3.1 Learning Activities

Learning Outcome No 2: Mobilize target group	
 Learning Activities	Special Instructions
2.1 Identify Key contact person as per organization policy (community leaders, community workers, religious leaders and political leaders)	Discussion based on groups Role plays among themselves Questions & answer session Field work
2.2 Conduct sensitization of most key important person as per organization policy	
2.3 Implement mobilization as per organization policy	
2.4 Do registration of members as per organization policy	

17.3.3.2 Information Sheet No17/LO2: Mobilize target group



Introduction

This learning outcome covers: Mobilizing target groups, participative monitoring and evaluation with target audience and engagement of community influencers. It also covers the identification of key contact person, sensitization of community leadership, registration of group members, formulation and implementation of mobilization strategy.

Definition of key terms

Target group: They are people that a policy or campaign is hoping to influence in some way in the society

Key contact person: Someone who is associated with more efficient communication and care planning but also with emotional aspect like mutual trust, security and tranquillity for the family.

Community mobilization: The process in which the action is stimulated by the member of the community through education of radical changes in the community itself.

Content/Procedures/Methods/Illustrations

2.1 Key contact person are identified as per organization policy (community leaders, community workers, religious leaders and political leaders)

Target groups are people that a policy or campaign is hoping to influence in some way in the society. In this way, there exist the key contact person whom in this context is the individuals whose skills, knowledge, experience or leadership skills are important to a continued success. This community leader for example the Kenya 'nyumba kumi' initiative, community workers, religious leaders and the political leaders. This people are identified as per the organization policy.

Process of identifying key contact persons

- **Grouping key contact person in relevant ways:** This allows you to streamline the content that will be communicated to each and every member.
- **Identifying the leading voice in each group:** This is through ranking top influences in each of the group to understand what they bring to the table.
- **Define a strategy for each group:** To be communicated for the time which require to reach each person at the required time.
- **Identify connection:** This is through measuring the degree of connection such as family and personalities follows on social media and expect source which that contact person is
- **Looking for strategies implication:** Through thorough understanding the composition in which someone is well connected and also their positions.
- **Evaluate:** Measure the effectiveness of communication strategies by analysing factor such as response rates from the various group particularly high stakeholders.

Importance of key person in organization policy

- They always ensure that there are proper ways to mobilize through the use of different sources of communication.
- Key persons act as educators to the community on matters affecting them.
- Ensuring proper communication to enable them easily mobilize the community.
- Creating proper communication channels thus enhancing communication and fostering cohesion.
- Identifying of strategies in a community.

2.2 Sensitization of most key important person is conducted as per organization policy

Sensitization is a key feature that means the action process of responding to issues in a sensitive manner. The issue of target group tends not to magically disappear, in fact, they usually get worse and more complex the longer they are ignored. Dealing with these issues generally have better options and are better off saving time and resources further down the line if you deal with issues swiftly. Organization can simply be

defined as an organized group of people with a particular purpose, such as a business or government department.

There are four elements of an organization include;

- **Common purpose:** An organization without a clear purpose or mission soon begins to drift and become disorganized. A common purpose is to unify members and gives everyone an understanding of the organisation's direction.
- **Coordinated effort:** This involves working together in a way that maximizes resources. The common purpose is achieved through the coordinated effort of all individuals and groups within an organization.
- **Division of labour:** Also known as work specification for greater efficiency. It involves delegating specific parts of a broader task to different people within the organization based upon their particular abilities and skills.
- **Hierarchy of authority:** This is essentially the chain of command, a control mechanism for making sure the right people do the right things at the right time

2.3 Approaches used in implementing mobilization plan as per organization policy

Mobilization is a basic concept in the study of social change, protest and social movement.

Mobilization is the process of making something capable of movement or to have people and resources ready to move or act.

Examples of mobilization

An example of mobilization is providing wheelchair to a handicapped patient.

Mobilization is studied as the deliberate political process by which movements establish control over resources hence resource mobilization rather than as the psychological process by which individuals come together to form crowds and groups.

Organization policy; this is a course or method of action selected usually by an organization, institution, university, society and many others.

So implementation is the process of inducting the decisions or plans into effect. Often it is used in reference to a government plan or act which describe the process of turning formal plans often very detailed conceptual plans that will affect many into reality.

Sowing future is using global community development model to engage target communities.

Sowing future offers five practical steps for successful community engagement and mobilization.

- i. Start off with a transparent community section process and share results; there are many options on how to go about selecting your target communities.

- ii. Map community priorities and identify community leaders through community assessments once we identify our target communities, we design a simple questionnaire with the goal of identifying potential community leaders as well as what community members saw as their most pressing priorities.
- iii. Hold preliminary meetings with community leaders and enlist their support to mobilize community participation. Often vulnerable communities are sceptical of outsiders and have been on the receiving end of broken promises to improve community infrastructure or provide much needed basic services.
- iv. Hold community assembly meetings to elect local representation to coordinate program activities.
- v. Allow communities to prioritize and select quick impact projects to solidify support and galvanize local participation.

2.4 Registration of members is done as per organization policy

According to various organizations, each and every one of them always holds their policies on the registration of members to be part and parcel of the organizations. Most of the Kenyan organizations work under the Ministry of Devolution and planning whose main responsibility is to regulate and enable the non-governmental organizations sector in Kenya.

Membership certificates are issued to the registered groups to prove the evidence of belonging to that given organization. Primarily the issue is done by the committee of the organization and must be certified to prove acceptance by the owners of the organization.

The committee should undertake care on registering the given members and should take keen on knowing the place that given member belong to and taking in purpose the identification card to prove his or her belonging to that certain country.

The committee meetings should be organized in a way that they take the minutes to help people review the progress of the organization. Membership cards are issued to prove their ownership of the group. Also the issue of leadership in the organization is important in that it will be example the chairman, secretary, treasurer and many others according to the policy of the organization.

The constitution also gives part of allowing each individual to have a free competence of forming an organization of their own as long as they follow up the requirements needed. This can be seen under chapter 15 of the 2010 Kenya Constitution that states about the commissions and independent offices.

Conclusion

This learning outcome covered: Mobilizing target groups, participative monitoring and evaluation with target audience and engagement of community influencers. It also covers the identification of key contact person, sensitization of community leadership, registration of group members, formulation and implementation of mobilization strategy.

Further Reading



Read more on community mobilization from; Freedman, (2013). Building and Sustaining Community Partnerships.

17.3.3.3 Self-Assessment



Written Assessment

1. Which one of the following is not an importance on key contact person?
 - a) Group relevant ways
 - b) Identify connection
 - c) Means of communication
 - d) Proper communication
 - e) Fighting against key persons in society
2. Which one of the following is not a key person in the society?
 - a) Community leader
 - b) Community workers
 - c) Traditional doctors
 - d) Political leaders
3. Which is the best way of implementing mobilization conditioning?
 - a) Planning
 - b) Evaluating
 - c) Organization
 - d) Leading
4. Define political participation;
 - a) Actions that people take to raise awareness about issues and influence the choice of government personnel
 - b) Political activism employing online communication tools
 - c) Political acts that include non-violent actions
 - d) Citizens deliberating about government decisions through fair and open community discussions
5. Society networks and norm in mobilization is commonly known as?
 - a) Civil society
 - b) Political parties
 - c) Volunteering
 - d) Social capital

6. For mobilization to occur, there should always be presence of?
 - a) Ideology
 - b) Co-operative relationship
 - c) Leadership
 - d) Means of communication
7. Which is the most factor to consider during mobilization?
 - a) Community leaders
 - b) Target groups
 - c) Children
 - d) Variable community
8. What is the importance of mobilization of target group in your community?
9. Explore ways of identifying key contact person in your community
10. Design a community mobilization plan in your community.
11. Examine factors that should be considered during the mobilization process.
12. Who are the key persons in your community base organization?

Oral Assessment

1. Which factors should be considered when fighting challenges affecting a target group in your community?
2. Highlight factors to consider during identification of a certain target group in your organization?

Case Study Assessment

You have been given a key role in your community base organization to mobilize and empower the youth of that organization. What are the major factors to consider before starting the process?

17.3.3.4 Tools, Equipment, Supplies and Materials

- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- Computer
- Recorders
- Writing books
- Reference groups

17.3.3.5 References



Freedman, S. (2013). Building and Sustaining Community Partnerships. Britannia. SSP Printers

Labonte, R. (2000). A Planning Framework for Community Empowerment Goals. London Publishers.

Laverack, G. (2008). Steps to Promoting Science based Approaches. Chicago. LD Printers.

17.3.4 Learning Outcome No 3: Plan group meetings

17.3.4.1 Learning Activities

Learning Outcome No 3: Plan group meetings		
 Learning Activities	Special Instructions	
3.1 Prepare agenda as per SOPs 3.2 Set date of the meetings as per the group regulations 3.3 Identify venue of the meeting and confirmed based on availability 3.4 Issue meeting notice and invitations to members as per organization policy (dates, venue, time and agenda) 3.5 Establish group guidelines as per objectives 3.6 Conducted meeting as per group guidelines 3.7 Compile minutes of the meeting as per SOPs 3.8 Share meeting minutes as per organization policy	Written Assessment Oral Assessment	

17.3.4.2 Information Sheet No17/LO3: Plan group meetings



Introduction

This learning outcome covers: The importance and structure of group meetings, logistical planning for community group meetings, establishment of group guidelines, conduct of group meetings, group meeting minutes and sharing of minutes.

Definition of key terms

Logistical planning: Is the collection and gathering of information and putting the information structures into place in order to have effective planning. Effective logistical planning often leads to effective planning speed, more flexibility and transparency.

Guidelines: Refers to the rule and principles that determine a course of action according to routine as per a group.

Plan: Refers to a list with details used to achieve a given objective or goal to do something according to an organization or a group.

Meetings: Refers to planned occasions when people come together to discuss something important, usually helpful to the members involved. Meetings are used to make certain decisions in organizations or groups.

Content/Procedures/Methods/Illustrations

3.1 Agenda preparation as per SOPs

Members of the group come up with the agenda of the meeting. Members come up with the different problems facing the group and how to solve the problems hindering the group from improving to another step. Members of the group find out how an effective planning can be conducted in order to avoid any problem that might affect the group. An agenda for the meeting is included in the group meeting minutes so that the group meeting can have its own guidelines set by the members of the group. An agenda is a list of meeting activities as per the order given by the group leader or chairperson. It usually includes an extra item to be acted upon. Elements to consider when preparing the agenda of a meeting;

- Be conversant with the names of expected participants, the location of the meeting, date and time the meeting is expected to begin and end
- The topic of discussion and the individual in charge of the topic.
- The objectives that are expected to be covered by the end of the meeting.

3.2 Date of the meetings is set as per the group regulations

The venue, date and time of the meeting is set according to the regulations of the group. The group leader should ensure that the set date favours all the members of the group according to their schedule, because in order for the group to function, they all need to be available for the meeting in order to address the issues affecting their group and even individually for them to move forward. The meeting duties should be set according to the different regulations of the group. The group regulations should also be according to the group's structure and that's why all the group members should confirm the date that they will all be comfortable with. Time and manner must be strictly adhered to.

Importance of group meetings

- Gives members the opportunity to contribute to the success of their companies.
- Gives members opportunities to contribute their ideas.
- Helps share information.
- Building supportive relationships.
- Provides members with a safer environment.
- Create a space for giving each other feedbacks.

3.3 Identify venue of the meeting as per the group regulations

It is important to confirm if there is a quorum present and that it will be maintained during the meeting. The venue should be communicated in order for the members to confirm their availability. Whether the venue is too far from them or it is not convenient for them. The venue, however should be at a centred place for all the members of the group to be able to attend the scheduled meeting. The quorum must be stated in the rules of the association for the set meeting. The structure of the group meeting is also set out for the members to decide whether it's helpful to them or not.

The importance of the group meeting as per schedule must also be communicated in order to maintain the quorum of the group. The venue should favour all the group members according to their different locations.

3.4 Meeting notice and invitations as per organization policy

Meeting notice is a notice sent to shareholders of a group or a company, informing them of a time, date and location of a meeting. It's usually an invitation in writing to the concerned person for attending the meeting. It is a kind of notification to members of an organization, usually based on legal requirement to give such notice in due time before the date of holding a meeting. An invitation notice is a request to a person to attend a specific meeting.

A notice is a formal document usually used in companies or a group/organization to call someone to participate at a meeting. The meeting notice and invitations should ensure that there's no discrimination according to the gender of the group members in the organization. The venue should be convenient to all the members of the group. The chairperson of the group should also ensure the dates of the meeting is convenient to all the group members. The agenda of the meeting should be indicated in the meeting notice and invitations.

The time and date as per the agreement by the members and the chairperson should be convenient to all the members of the groups. The timing should also be conducted according to the group meeting minutes. The group meetings should therefore be as per the duration scheduled.

3.5 Group guidelines are established as per objectives

Group guidelines refers to rules and principles intended to advise a group on what should be done. Objectives are specific results that a group or a person aims to achieve with available resources and within a frame. Objectives are usually more specific than goals.

The objectives of the group should help the group members stick to their group guidelines. Group guidelines such as;

- Distributing an equal amount of work among the members
- Good communication
- Observing proper time management
- Help one another in learning new skills
- Respecting each other
- Maintaining group work

Should ensure that the objectives of the group are met.

3.6 Meeting is conducted as per group guidelines

Guidelines are the rules and principles intended to advise on how something should be done. The importance and the structure of the group meetings is followed according to the group meetings guidelines. The group guidelines are also established whereby the leader should ensure effective communication among the members of the group and time management should also be considered during the group meeting minutes. The common understanding of the purpose should be followed up during the meeting.

3.7 Minutes of the meeting are compiled as per SOPs

Minute of the meeting refers to written documentation that is used to inform people of what happened during the meeting. Group meeting minutes should ensure creation of an official record of the actions taken at the meeting. The minutes of the meeting should be maintained as per the agenda in order to avoid inconveniences with the scheduled time for the group members.

3.8 Meeting minutes are shared as per organization policy

Organization policy is a set of principles and guidelines formed by an organization to reach their long-time goals: It is usually for the members to understand the organizations views and values on specific issues. The members of the group share the minutes as per indicated by the organization policy. The meeting minutes should be maintained in order to keep time or manage time as per the meetings duration. Meeting minutes should ensure that the group members finish on time, so that their safety is assured. The chairperson should ensure that the members are safe after the meeting is done.

Conclusion

This learning outcome covered: The importance and structure of group meetings, logistical planning for community group meetings, establishment of group guidelines, conduct of group meetings, group meeting minutes and sharing of minutes.

Further Reading



Read more on Preparing meetings from The royal bank letter. (2001). *The Effective Meeting*.

17.3.4.3 Self-Assessment



Written Assessment

1. What is an agenda for an organization meeting?
 - a) A clear list of items to be discussed
 - b) An invitation that contains only date and time
 - c) A list of services needed for the meeting
 - d) Providing a list for questions during a meeting
2. Why is the number of agenda items important?
 - a) Employees tend to like longer agendas
 - b) It defines roles
 - c) Helps determine what is important
 - d) Helps people to know when they will be given a break
3. What happens when employees are not involved in decision making during a meeting?
 - a) The employee will not be involved
 - b) The employee does not like decision making
 - c) The employee is more likely to follow up on tasks
 - d) The employee will die and leave the company
4. Why is it important to manage time during meetings?
 - a) To impress the members of the group
 - b) To impress the employee
 - c) For proper time management and effective group work
 - d) For the employee not to fine you
5. What is the purpose of conducting meetings?
 - a) To ensure proper communication
 - b) To ensure effective working
 - c) To dance with the group members
 - d) To play with the other colleagues
6. What is the best action an employer can take?
 - a) Beat the workers during meetings
 - b) Create a good rapport with all the members
 - c) Not attend any meetings
 - d) Only talk to the chairperson and not the members
7. How long should an effective meeting take?
 - a) 15 minutes
 - b) A whole day
 - c) 24 hours
 - d) 2-3 hours
8. Evaluate the importance of group meetings.
9. Examine why it is necessary to prepare an agenda for a meeting.

10. Analyse the effectiveness of group guidelines.
11. Summarise how group guidelines are set.
12. How should meetings be planned effectively?

Oral Assessment

1. Outline the steps of an effective agenda for a meeting.
2. Differentiate between meeting notice and meeting invitations.

Case Study Assessment

Construct document details of the procedures and consideration you will use in setting up meeting for strategy planning.

17.3.4.4 Tools, Equipment, Supplies and Materials

- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders

17.3.4.5 References



- Daniel. (2008). *How to Meet, Think and Work. To consensus*. California. Preffer and company.
- Schell. (2000). *Communications: Checklist for Planning Successful Meeting*. Colombia. Royal publishers.
- The royal bank letter. (2001). *The Effective Meeting*. Canada. Published by the royal bank of Canada.

17.3.5 Learning Outcome No 4: Organize group leadership

17.3.5.1 Learning Activities

Learning Outcome No 4: Organize group leadership		
 Learning Activities	Special Instructions	
4.1 Establish group leadership positions by members as per organization policy 4.2 Define roles of each position as per organization policy 4.3 Determine tenure of office as the group rules 4.4 Conduct elections as per the group by laws 4.5 Do orientation of elected leaders as per the set group rules 4.6 Do assumption of office as per the group rules	Discussions Group works Activities	

17.3.5.2 Information Sheet No17/LO4: Organize Group Leadership



Introduction

The learning outcome covers: Leadership theories, leadership styles, participatory establishment of group leadership positions, role specification for office bearers and tenure of office, conduct of group elections, orientation and capacity building of group leaders and assumption of office.

Definition of key terms

Tenure: Tenure is the holding or possessing a position. Tenure can also be defined as being given a position or permanent position.

Theory: Theory is anything, assumptions, predictions that one comes up with that can lure you for further research. A theory can be true or false that can be used to explain phenomena.

Capacity building: Capacity building is the process by which organizations retain the skills, knowledge, tools, equipment and other resources that can be used to do their jobs competently. Through capacity building, individuals and organizations can perform at a greater capacity.

Organizational leadership: Organizational leadership is a management approach in which leaders help set strategic goals for the organizations while giving out motivations and encouragement to individuals within the group to successfully carry out assignments so as to achieve their goals and objectives.

4.1 Group leadership positions are established by members as per organization policy

Group leadership involves providing guidance, instructions, directions and leadership to a group of individuals purposely for of achieving a goal or objective which is normally done by a team leader who is the chairperson.

How to establish group leadership positions

Group leadership positions can be established through engaging the organizations to their teams by self-leadership behaviours such as self-observation, role playing exercises and self-problem solving. Leadership theories seek to explain how and why certain people become leaders. Through the leadership theories, organizing group leadership will be much easier.

The leadership theories include the following:

- **Great man theory (1840s)**

The great man theory evolved around the mid-19th century. The theory assumes that the leadership traits belongs to someone naturally, this simply means one is great leader by birth they are not made; great leaders are destined at birth to become leaders. The great man theory was popularized by Thomas Carlyle.

- **Trait theory (1930s – 1940s)**

The theory posits that people are born or are made with certain qualities that will make them excel in leadership roles, such as intelligence and a sense of responsibility when one possesses them, can be a great leader.

- **Behavioural theories (1940's – 1950's)**

Behavioural theories focus on the behaviours of the leaders as opposed to their mental, physical or social characteristics. Anyone with the right conditioning could have access to the naturally gifted leaders in other words leaders are made not born.

- **Contingency theories (1960's)**

The theory argues that there is no single way of leading and that every leadership style should be based on certain situations that signify that there are certain people who can perform maximum in certain places but minimum when taken out of their element. In this theory, leaders are more likely to express their leadership when they feel that followers will be responsive.

- **Transactional leadership theories (1970's)**

Transactional theories are characterized by a transaction made between the leader and followers. A leader must find a means to align to adequately reward or punish followers; this is when the transactional leader is able to develop a mutual reinforcing environment in that humans tend to associate themselves with individuals (who are leaders) that add value to their strengths.

Leadership Styles

Leadership styles include the following;

- **Democratic leadership:** The leader makes decisions based on inputs of each team member. Although the leader is the one who makes the final decision but both views are heard.
- **Autocratic leadership:** In autocratic leadership, the leader makes decisions without consulting others.
- **Laissez-Faire leadership:** This type of leadership is when a leader allows the team members to do whatever they want. The leader entrusts all the members to work without supervision.
- **Strategic leadership:** Strategic leaders sit at the intersection between a company's main operations and its growth opportunities.
- **Transformational leadership:** A transformational leader pushes its members outside their comfort zone. For example, a transformational leader sets out goals, objectives and deadlines for the goals and objectives to be achieved.
- **Transactional leadership:** This is where a leader rewards their members for the work they do. Transactional leadership helps to establish roles and responsibilities of its members.
- **Coach-style leadership:** A leader focused on identifying and nurturing the individual strengths of each team member. Coach-style leadership puts more emphasis on the growth and success of individual team members.
- **Bureaucratic leadership:** A leader listens to and considers the input of the team members but tends to reject the input if it conflicts with the organization's policy.

Importance of good leadership

- **Motivation:** Good leadership will lead to motivating of group members. A leader proves to be playing an incentive role in the concerns working. He/she motivates group members towards achieving their goals and objectives.
- **Providing guidance:** A good leader should provide guidance for the group members. Guidance means instructing group members the way they have to perform their work efficiently and effectively
- **Creating confidence:** Confidence is important factor in good leadership. It can be achieved through expressing the work efforts of group members, explaining clearly their role and giving them guidelines to achieve the goals.
- **Coordination:** Coordination can be achieved through reconciling personal interests with group goals. This can be achieved through proper and effective coordination which should be primary motive of a leader.
- **Builds work environment:** Leadership is all about building a good working environment for the group. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept in mind by a leader. A good leader should have personal contacts with group members, listen to their problems and find solutions.

Roles of each position are defined as per organization policy

One of the basic roles of an organization involves the recruitment, hiring, training and retaining right people as members of the organization. When roles of each position are defined as per organization policy there will be improved collaboration between and among members and teams within an organization, there is also improved overall efficiency and effectiveness and also when roles of each position are defined, there is development of strong teams which leads to higher productivity and better results.

4.2 Role specification for office bearers

i. Chairperson

The chairperson shall be the group leader. He/she shall:

- Coordinate all meetings
- Ensure everyone performs their duties as directed by the group
- Chair all the group meetings
- Approve the agenda of the meeting as prepared by the secretary

NOTE: In absence of a chairperson, the vice chairperson will carry out his/her duties.

ii. Treasurer

- He/she shall be in charge of all financial activities and transactions
- Maintaining and keeping of all books of account of an organization
- Prepare and give monthly financial reports
- Filing, signing and maintaining pass books

iii. Secretary

The secretary documents all discussions of the group. He/she shall be in charge of the following:

- Writing and maintaining minute book
- Send out notices of meetings convened by the chairperson
- Maintaining correspondence files
- Maintaining of a member register

NOTE: In the absence of a secretary, the assistant secretary will carry out his/her duties.

4.3 Tenure of office is determined as the group rules

Tenure of office means a term of office, rest period, starting time. Tenure of office is determined by the group rules since the tenure of office sets out rules and regulations that an organization has to follow. Group rules are important as it ensures that everyone in your group has the same expectations. The rules have to be agreed by all group members.

Group rules are created to ensure everyone gets the most out of the experience of being part of the group and also ensures that it operates in a safe and welcoming manner. Tenure of office is determined as the group rules since they are formulated in agreement with all the group members so as to favour the organization members. Tenure of office resists organizational leaders to remove certain officials from office. A group should have a constitution that guides all the activities of the group and for smooth running of the group. A constitution should:

- **Involve everyone**

Every member in the group should be involved in making the rules. If any member is left out, they may protest the rules as unfair or unreasonable for not giving them the same rights and benefits.

- **Make sure the rules are fair**

Gather with all the members and discuss the rules and punishments. Make sure everyone is in agreement with the set rules.

- **Make a final copy of the constitution**

The final copy of the constitution can be typed or handwritten. It should be read by everyone in the group so that any communications on whatever it is unfair should be noticed earlier on for corrections.

- **Sign it**

Each member should sign the constitution to show their agreement to follow the rules. When a rule is broken and the member refuses to take up punishment, the constitution can be a proof of them signing to follow all the rules.

- **Enforce the rules**

The point of a group constitution is to actually follow the rules. The leader of the group should make sure all rules are followed. The group leader should exercise fairness to all its members when it comes to ensuring the rules in the group constitution.

4.4 Elections are conducted as per the group by laws

An organization's constitution is the key document that includes rules and regulations for conducting an election or provides means for organization to establish election rules. Organizational elections provide your members of the organization a chance to connect with organizational leadership. Fair and transparent elections promote the general welfare of your organization as well as positive image in public to members and non-members. Organizational election helps in keeping an organization functioning as they give members right to choose their own leaders.

The group by laws in which elections should be conducted include:

- Individual must portray good conduct and behaviour
- Must be ready to agree to comply with the group rules and regulations
- Must be a registered member of the group by being introduced by another member and abide by the group rules and regulations
- Must be individuals above 18 years

Types of electoral system as per the group by laws

Plurality voting

This is system in which the candidate with the highest number of votes wins, with no requirement to get a majority of votes.

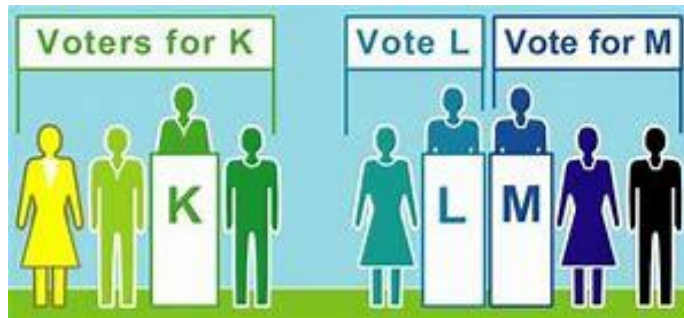


Figure 30: Plurality voting

Majoritarian systems

This is whereby a leader has to receive a majority of votes to be elected. Majoritarian system of election can be carried out by organizations in order to determine the group leaders.



Figure 31: Majoritarian systems

4.5 Orientation of elected leaders is done as per the set group rules

Orientation is the process by which one is made familiar with the environment he/she is in. Elected leaders have to be oriented on organizational policies, job roles and responsibilities for an effective leadership. Set group rules which includes:

Have respect for each other

- Respect each other's ideas
- Don't interrupt each other
- Everyone's opinion should count
- Be honest with each other.

Be open to compromise

- Be willing to cooperate with others on their ideas
- Keep an open mind
- Vote on disagreements

Effective communication

- Make sure everyone is able to be vocal about their ideas and problems
- Give ideas no matter how 'off' you might think you are
- Listen effectively
- Don't be critical

Time management

- Attend and arrive on time to all group meetings
- Be flexible about meeting times
- Keep on task (limit talk about non-related events)

The stages of orientation include the following;

i. Pre-orientation stage.

This stage involves orientation of new employees. The purpose of this orientation is about giving out organization's objectives, culture, structures, strategic plan and future goals. Pre-orientation stage also helps elected leaders in knowing more of the team, leaders and how to improve on making his/her team livelier and able to deliver.

ii. Follow-up orientation.

The follow-up orientation stage is critical to elected leaders. The follow-up orientation helps elected leaders to know and help them per the set group rules to perform effectively.

Importance of Orientation

- Proper training, introduction of new technologies
- An elected leader is able to know the procedures and policies of the work place
- Contributes to more effective, productive leadership
- Orientation lays foundation of what is expected

4.6 Assumption of office is done as per the group rules

The assumption of office should be done as per the group rules so as to help in the operationalization and coordination of the group. Coordination means to bring together all the activities of an organization. Coordination is done for achieving the goals of an organization.

Importance of coordination.

- Coordination encourages team spirit
- Leads to higher efficiency
- Improves relations in the organization
- Helps in achieving objectives and goals of an organization
- Coordination facilitates motivation
- Coordination improves goodwill of the organization

Conclusion

The learning outcome covers: Leadership theories, leadership styles, participatory establishment of group leadership positions, role specification for office bearers and tenure of office, conduct of group elections, orientation and capacity building of group leaders and assumption of office.

Further Reading



1. Read more on leadership theories from; Lussier and Achua (2010). Leadership, Theory, Application & Skill Development. (4th Ed).
2. Read more on leadership styles from; Martindale (2011) Leadership styles: How to handle the different personas. Strategic communication Management.

17.3.5.3 Self-Assessment



Written Assessment

1. The following are examples of leadership theories, which one is not?
 - a) Behavioural theory
 - b) Trait theory
 - c) Conflict theory
 - d) Great man theory
2. Leadership styles include the following **EXCEPT**?
 - a) Strategic leadership
 - b) Autocratic leadership
 - c) Democratic leadership
 - d) Able leadership
3. Approaches to the study of leadership which emphasis the personality of the leader are termed as.
 - a) Group theories
 - b) Trait theories
 - c) Contingency theories
 - d) Inspirational theories
4. It is known that a leader does not participate in her say but it is a born trait
 - a) True
 - b) False

5. Organizational behaviour is a field of study backed by a body of associated with growing concerns for people at work place. Which one supports this statement?
 - a) Research
 - b) Theory
 - c) Application
 - d) All the above
6. Leadership positions can be established through the following ways apart from?
 - a) Engaging of organizations to their teams.
 - b) Self-problem solving
 - c) Having leadership skills
 - d) Waking up to be a leader
7. Organizational election leadership can be established through the following except
 - a) Majoritarian systems
 - b) Popularization voting
 - c) Plurality voting
 - d) Gender based
8. Explore the different leadership styles.
9. Outline the importance of group coordination.
10. Using relevant examples discuss the application of different leadership theories
11. Justify the application of participatory leadership in group coordination.
12. Elaborate on the importance of capacity building

Oral Assessment

1. In your opinion how can one establish group leadership?
2. How can one improve on orientation of elected leaders?

Practical Assessment

You have been appointed to visit a particular organization, assess how participatory leadership has been achieved, outline challenges noted and provide possible solutions on how to address them.

17.3.5.4 Tools, Equipment, Supplies and Materials

- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders

17.3.5.5 References



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17.3.6 Learning Outcome No 5: Develop group objectives

17.3.6.1 Learning Activities

Learning Outcome No 5: Develop group objectives		
 Learning Activities	Special Instructions	
5.1 Conduct problem analysis is conducted as per organization policy 5.2 Develop objectives in line with identified problem (specific, measurable, achievable, realistic and time bound) 5.3 Document objectives as per organization policy	Group discussions Question and answers Case study	

17.3.6.2 Information Sheet No17/LO5: Develop Group Objectives



Introduction

This is learning outcome covers: Importance of developing group objectives, conducting problem analysis, developing and documenting objectives.

Definition of key terms

Problem analysis: This refers to a research that is done to find out the causes of an issue or failure

Objectives: A thing aimed at or sought a goal.

Organization policy: Methods selected in an organization to guide and determine decision

Content/Procedures/Methods/Illustrations

5.1 Problem analysis is conducted as per organization policy

A problem analysis refers to a set of analytic tasks meant to increase the designers understanding of an unbalanced situation, for the sake of designing a change to the situation that will have a better balance.

Steps in conducting a problem analysis:

- Understanding the problem: A group leader must understand the issue, problem at hand before even trying to come up with its solution. In understanding this one takes some time to identify the nature of the problem, its cause, and why it has become an issue to be solved. Remember that different people might have a different view of what the issues are. Separate the listing of issues from the identification of interest.
- Understand everyone's interest: Interests are the need that you want satisfaction by any given solution. Often group leaders ignore these interests. This is the time

that active listening is involved, differences are put aside for a while and one common understanding is reached at.

- iii. Select an option: This is developed depending with what most or the group members agree on or what they have sort to be practical for them.
- iv. List the possible solutions: This is developed depending with what most of the group members agree on or what they have sort to be practical for them.
- v. Evaluate the options: This is meant to settle for the best option or what has been piloted and seen to be workable.
- vi. Document the agreement: One is expected not to rely on his memory in remembering what has been agreed on writing what has been seen to help one think through all the details and implications.
- vii. Agree on contingencies, monitoring and evaluation: In cases where conditions may change, make contingency agreements about for stable future circumstances. Create opportunities to evaluate the agreements and their implementations. Effective problem solving does not take some time and attention more of lather than former. What it really takes is the willingness to slow down, and be ready to be corrected at each stage.

Importance of conducting a problem analysis

- Improving performance, individuals and organizations do not exist in isolation in the environment. There is a complex and ever- changing web of relationships that exists as a result, the action of the person will often have either a direct impact on others. Those interdependencies enable humans to work together to solve more complex problems but also create a force that requires everyone to continuously improve performance and adopt to improvements by others. Problem solving helps to understand relationships and implement the changes and improvements needed to complete and survive in a continuously changing world.
- Addressing risks: Human have learned to identify with trends and developed on awareness of cause and effect relationships in their environment. Those skills not only enable us to fix things when they break but also anticipate what may happen in future. Problem solving can be used to enable action in the present to influence the likelihood of the events occurring.

Examples of organization policies

- **Health and safety policy:** Ensure the health and safety of employees in their workplace.
- **Training policy:** Helps the employees develop skills to use at their workplace
- **Disciplining action policy:** Used to control the behaviour employees of a company as it portrays the company's image.

Importance of organizational policies

- They outline unacceptable actions
- They provide procedures that provide actionable steps when policies are violated
- Define goals of an organization and provide guidance on how to achieve objectives
- Provide guidance for the board on how to handle issues as they arise

5.2 Objectives are developed in line with identified problem

An objective is a thing that is aimed at or sought.

Importance of an objective

- Create direction and guidance: Every group assignment requires guidelines. Objectives direct the group towards achieving its goals
- Establish standards to evaluate performance; objectives establish standards of performance. They are measuring sticks to identify the success and failures of a group
- Forms of basis to set budget- Once the path for a group development has been defined, objectives help allocate the funds headed to achieve the goals. Budget set specific amounts to be used to complete a particular task
- It enables one to set realistic goals- Here one narrows down the set objects to be either long-term or short term. Short term objectives are set to be accomplished over a short period of time while long term objectives are set to be accomplished over a long period of time frame
- Develop structure of group plans- Objectives from the structure for development and measurements of performance along the way. Applying objectives to a project defines the timeline of activities needed to complete the plan

How the objectives are developed as per SOPs;

Steps of developing line objectives as per SOPs

Once an organization has decided to develop objectives the following procedure is followed;

- i. Understand the vision and mission statement “Before determining the objectives, you need to have a “big picture” that they fit into”
- ii. Determine which changes are to be made

The changes can be made through;

- Researching what experts in your field believe to be the best ways to solve the problem
- Discussing with local experts what needs to occur
Some of the people to discuss with include; other members of your organization, local experts from similar organization, people in position to contribute to the solution and the people who experience the problem

- Discussion the requirements that your organization in order to successfully address community needs

5.3 Objectives are documented as per organization policy

It is important that organization documents are well preserved, stored and displayed for the social works to know what is expected of them and what the requirements that their job demands of them are. If the digital image will replace original paper, records there is the need for them to function as evidence. This will be a safeguard if the authenticity of the digital images changes or is challenged. Levels of documentation requirements should be based on a proper assessment risk. Depending on the risk.

Table 24: Sample copy of documentation

Keep copies of.....	 to show
Planning documentation include client case, project plans and related approvals.	The digitization approach chosen Project parameters that include; cost and risks The basis of decisions regarding the selection records Authorizations.
Hardware and software requirements and documentation regarding their purchase and licensing.	Proof of purchase Warranty and license entitlements. Contractual obligations.
Monitoring documentation and reviews of the project and reviews of the project and documents.	That monitoring and review has been undertaken That action has been taken to improve processes.
Disposal documentation e.g. Metadata in record keeping systems indicating the date and time of authorization	That you have disposed of records and digital images in an authorized and accountable way.
Organizational policies and procedures that apply to the making and keeping of digital images, including superseded version of policies and procedures.	Which classes of records are routinely, imaged and which are authorized for destruction. Digital imaging processes adopted Roles and responsibilities of staff The roles that apply to staff in making and keeping digital images.

Importance of documenting the objectives

- **Remembrance of your goals:** Documenting will enable you to remember your goals throughout the project
- **Highlight important events:** Documentary helps you remember all the important upcoming events related with the objectives

- **Importing the efficiency of members involved:** Once you have the recording of every team member responsibility then it will help you monitor the progress of each member
- **Make work easy**
- **Focus on details:** Documenting of objectives will help you remember every detail about the project
- **Measurement of progress:** Documentation of objects will help you, measure your progress basis
- **Get ready for the unwanted situations:** Documentation will enable you avoid any past mistakes made

Conclusion

This learning outcome covered: Importance of developing group objectives, conducting problem analysis, developing and documenting objectives.

Further Reading



Read more on developing group objectives from; Gilbert & Terrel (2005) Dimensions of social welfare policy (sixth edition)

17.3.6.3 Self-Assessment



Written Assessment

1. Which of the following is not an organization policy?
 - a) Commitment to long working hours
 - b) Commitment to and belief in possibility for change
 - c) Passion for social justice
 - d) Working from home
2. Which of the following does not fall under social work?
 - a) Working in a children's home
 - b) Working in a hospital
 - c) Working in a rehabilitation centre
 - d) House work
3. The following consist of the society **EXCEPT**?
 - a) Family
 - b) Friends
 - c) Community
 - d) A factory building

4. The following are reasons why documentation is documented. Which one is not?
 - a) For future reference
 - b) To keep routinely documents for auditing
 - c) To help assure continuity of care
 - d) For recreational purpose
5. Conflict resolution does not involve
 - a) Setting differences
 - b) Identification of the root sources of the problem
 - c) Recognition of based fairness perception
 - d) Hate speech
6. Which one of the following characteristics does not fit a social work?
 - a) Loving
 - b) Understanding
 - c) Patient rude
7. When establishing an organizational into being a zone of fairness the following is not. Which none is it?
 - a) People are discriminated
 - b) Clients are respected
 - c) Clients confidentiality is private
 - d) The pour is mishandled
8. Formulate the steps in problem analysis.
9. Summarise the importance of organization policies.
10. Evaluate the steps involved in documentation.
11. Explore the process of policy documentation in an organization

Oral Assessment

1. Do you think it is important to study policy making in organization?
2. Is documentation an important practice in an organization?

Case study

You have been selected in your group to come up with a list of objectives to be achieved before the year ends. Formulate the group objectives and give reasons for each identified objective.

17.3.6.4 Tools, Equipment, Supplies and Materials

- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders

17.3.6.5 References



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17.3.7 Learning Outcome No 6: Plan group activities

17.3.7.1 Learning Activities

Learning Outcome No 6: Plan group activities		
	Learning Activities	Special Instructions
	6.1 Develop activities in line with set objectives. 6.2 Identify resources required for each activity as per the set objectives 6.3 Develop activity implementation plan as per organization policy 6.4 Establish implementation task force as per organization policy	Discussions Questions and answer Case study

17.3.7.2 Information Sheet No17/LO6: Plan Group Activities



Introduction

The learning outcome covers: Meaning and importance of planning, types of plans, identification of group activities, mobilization of resources for the group activities, implementation plan and establishment of task force for the implementation plan.

Definition of key terms

Task force: Group of individuals who are mandated with or have the authority for special operation.

Plan: Detailed proposal of doing something.

Implementation: Putting something into effect.

Content/Procedures/Methods/Illustrations

6.1 Activities are developed in line with set objectives

Here, group activities to be done are developed in line with set objectives. Developing is the first primary function of management and it precedes all other functions.

Development process involves;

- Recognize need for action:** Involves being aware of opportunities in the firms external and within.
- Setting objectives:** Here, the objectives are established for the whole organization.
- Developing premises:** Planning is always done keeping the future in mind. However, the future is always uncertain.
- Identifying alternatives**

- v. **Examining alternative course of action:** Every option will go through an examination where all their pros and cons will be weighed.
- vi. **Selecting the alternative:** Best and most feasible plan will be chosen.
- vii. **Formulating support plan**
- viii. **Implementation of the plan:** All other functions of management come into play and the plan is put into action to achieve the objectives of the organization.

Some of the set objectives in social work may include;

- Assisting with students' development of understanding the integration of social work practice.
- Develop students' professional social work values and ethics.
- Enable the students develop the ability to communicate effectively and professionally in oral and written form.
- Expose the students to the history, current realities and future implications of social welfare system with regard to the local and global continuum

The activities to be developed in line with the set objectives must be relevant to the desired objectives. They may include;

- i. Defining critical reading and providing a list of strategies on an overhead.
- ii. Asking students to respond to an in-class writing
- iii. Providing learning materials to the students, both historical and present.

The activities carried out will enable the students;

- i. Understand better what they are doing in order to achieve better results
- ii. Familiarize the students with what they are dealing with and apply it in the society.
- iii. Understand how to handle different cases within their place of operation.
- iv. Achievement of up skilling through the student involvement in various activities of social work.

For a successful development of activities to take place, those involved in the training (trainers) have to first understand each and every individual they are training (learners). A clear and deep explanation of the area they are to work in has to be explained and to some extent a visit to the place has to be carried out. This enable the learners understand the environment better and prepare their mind. Proper learning materials are provided to the learners to equip them with the required knowledge and skills involving their work. Through the learning materials provided, learners are also enabled to get more information from their trainers by asking them questions in areas they don't understand.

6.2 Resources required for each activity are identified as per the set objectives

Resources refers to supply of money, materials, staff and other assets that can be drawn on by a person or organization in order to function effectively. Here, the resources are required for each activity are identified as per the set objectives. Each of the objectives may require different types of resources in order to be achieved.

Objectives involving a lot of training and supervision will require books, pens, trainers, supervisors and even venues where the training is to take place. Those objectives that require travelling will require transport means to those areas to visit and from those areas.

Types of resource

- **Financial resources:** They include; cash, bank, deposits, holdings of stock, holdings of publicly traded bonds, foreign currency holdings and cheques. They are sourced from; capital funding, external sources and sale of goods and services.
- **Human resources:** This involves man power and active participation of people to the project.
- **Natural resources:** Air, water, wood, oil, wind energy, natural gas and coal.
- **Resource allocation:** Since resource allocation involves deciding where scarce resources should be used in production or achievement of a particular objective, resources are optimally allocated when they are used to achieve a goal. Fewer resources should be expended in producing goods and services which allow resources to be used for other activities.

Resource allocation process

Strategic planning where goals or objectives are formulated. Allocation of sufficient resources for a specific objective to be achieved. Movement of resources to where they need to be in order to achieve desired objectives.

- Before resource allocation, the scope of desired objectives has to be determined (big or small). The clearer the objective scope, the better the allocation of resources is figured out. The resources are allocated after they are hand so as to ensure that they fit within the budget.
- Time should also be taken into consideration after the resource allocation. This is to ensure that the objectives are achieved within the required time with the available resources.

6.3 Activity implementation plan is developed as per organization policy

Organization policies are the rules and guidelines adopted by an organization to achieve its goals. A plan is detailed proposal of doing something. Implementation involves putting something into effect.

Types of plans include;

a) Operational plan: One that a manager uses to accomplish his/her job responsibilities. This includes;

- Single-use plans: Apply to activities that do not recur or repeat.
- On-going plans- made once and retain their value over a period of years while undergoing periodic revisions and updates.
- Policy: Provide a broad guideline for managers to follow when dealing with important areas of decision making.
- Procedure: Step by step directions that explain how activities or tasks are to be carried out.
- Rule: An explicit statement that tells an employee what he/she can and cannot do.

b) Tactical plan: Concerned with what the lower level units within each division must do, how they must do it, and who is in charge at each level

c) Strategic plan: An outline of steps designed with the goals of the entire organization as a whole mind.

d) Contingency plan: Involves identifying alternative causes of action that can be implemented if and when the original plan proves inadequate because of changing circumstances.

(Houghton Mifflin, 2016)

For implementation of a plan to be carried out;

The plan should be based on a clearly defined objective of the organization:

- Must be simple
- Should be rationale and appropriate
- Should be comprehensive
- Should provide a proper analysis and classification of actions in the organization
- They should be proper co-ordination among short-term and long-term plans

Planning plays an important role in organization such as;

- It offsets future uncertainty and change
- Helps in coordination
- Helps in exercising effective control
- Focuses attention on organizations goals.
- Guides decision-making

The development of good implementation plan will involve;

- Evaluative description of the initial state and defining the needs for improvements.
- Analysis of relationship and possibilities to change things.

- Proposal for improvement and evaluation of the proposal.

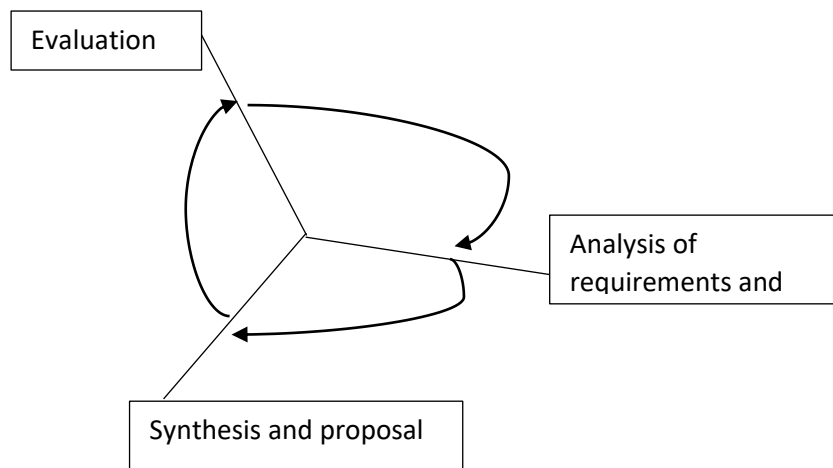


Figure 32: Sample implementation plan

Examples of organization policies used in planning:

- Security plan: Specifies the management’s commitment to the operation, use and security information systems and assets.
- Marketing policy: Specifies how the business in an organization will be promoted
- Training policy: Specifies how employees’ knowledge and skills can be improved in an organization.

Organization policies play a very important role. Some of their benefits include;

- Employees understand the constraints of their job without using a ‘trial and error’ approach as key points are visible in well-written policies.
- Policies enable the workforce to clearly understand individual and team responsibilities.
- Clearly written policies allow managers to exercise control by exception rather than ‘micro-manage’ their staff
- Policies provide legal protection.

The following processes are followed when coming up with an organization policy:

- i. Identify the need for a policy. E.g. for an appropriate conduct of employees, legal protection of the organization, for government laws and regulations compliance and also if there is need to create fair treatment of employees.
- ii. Determine policy content.
- iii. Obtain stakeholders support.
- iv. Communicate with employees.
- v. Update and revise the policy.

6.4 Implementation task force is established as per organization policy

At this point, implementation force is established as per the organization policy. Establishment involves setting up permanent process or idea. Implementation involves putting something into effect. A task force is a group of people or specialists who are mandated with or have the authority for special operation.

For an establishment of the implementation task force to take place, the following process has to be followed;

- i. Definition of problem to be addressed.
- ii. Define the expected deliverables.
- iii. Define the start date and finish date.
- iv. Give consideration of various problem-solving methodologies and determine which methodology might be best to attack the problem to be addressed
- v. Design the process.
- vi. Identify the taskforce members.
- vii. Prepare background materials that will provide an overview of the subject matter and contain data that can inform the work of the taskforce and eventual solutions.
- viii. Convene the task force and ensure that the task forces objectives and outcomes are clearly delineated.
- ix. Manage the process.
- x. At the end, ask the group to evaluate their performance.

The implementation task force will play the following roles in the organization;

- Monitor and drive delivery.
- Track progress.
- Spot potential problems and blockages and agree on plans for resolving them.
- Maintain momentum and ensure accountability.
- Make sure that actions are followed through.

The implementation task force will then report to the relevant body for proper actions to take place. A proper task force will enable the achievement of objectives as per the organization policy. Characteristics of a good task force will include;

- Defined goals: Members must write with a shared mission, according to organization policy.
- Defined roles: The group can only achieve its goals if participants are fully aware of the tasks for which they are responsible.
- Communication: All members of the task force should be encouraged and willing to participate
- Structure: Successful task forces are designed to be large enough to carry out the groups duties and meet its goals
- Evaluating performance: A successful task force puts an evaluation process in place from the beginning so that the group can assess how well it is performing

Conclusion

This learning outcome covered: Meaning and importance of planning, types of plans, identification of group activities, mobilization of resources for the group activities, implementation plan and establishment of task force for the implementation plan.

Further Reading



Read more on development of activities from Mifflin (2016). Planning.

17.3.7.3 Self-Assessment



Written Assessment

1. All of the following are processes of developing activities, which one is not?
 - a) Identifying alternatives
 - b) Formulating support plan
 - c) Identifying towns for development
 - d) Setting objectives
2. Which among the following is an example of objectives in social work?
 - a) Assisting with students' development of understanding the integration of social work practice
 - b) Taking your friends to a party
 - c) Organizing to send students away from school
 - d) Scaring students from speaking in class
3. Which among the following is not an example of financial resources?
 - a) Water
 - b) Cash
 - c) Foreign currency holdings
 - d) Bank deposits
4. All of the following are sources of financial resources, **EXCEPT**?
 - a) Sale of goods and services
 - b) Stealing from banks
 - c) Capital funding
 - d) Sale of goods and services

5. Resources are allocated following the following process, which one is not?
 - a) Strategic planning where goals are formulated
 - b) Allocation of sufficient resources for a specific objective to be achieved
 - c) Movement of resources to where they need to be in order to achieve desired objectives
 - d) Determining good resources
6. Which one among the following is not a type of operational plans?
 - a) Single-use plans
 - b) Procedure
 - c) Strategic plan
 - d) Ongoing plans
7. All of the following are roles played by implementation task force in the organization. Which one is not?
 - a) Tracking progress
 - b) Evaluating performance
 - c) Monitor and drive delivery
 - d) Maintain momentum and ensure accountability
8. Examine the processes involved in establishing the implementation of task force.
9. Using examples, evaluate the types of resources.
10. Explain why planning is important in an organization.
11. Design a sample resource allocation process.
12. Categorise the types of plans used in an organization.

Oral assessment

1. Is tracking progress part of the role played by the task force in the organization?
2. Outline the roles of implementation task force.

Practical assessment

In your community there is a need of curbing insecurity and you have been selected in the board to help with planning activities. Formulate the planning activities and design the implementation plan.

17.3.7.4 Tools, Equipment, Supplies and Materials

- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders
- Fully equipped operations training office
- Functional office

17.3.7.5 References



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17.3.8 Learning Outcome No 7: Capacity assessment

17.3.8.1 Learning Activities

Learning Outcome No 7: Capacity assessment		
 Learning Activities	Special Instructions	
7.1 Develop capacity assessment tools as per SOPs (organization capacity, PESTEL, SWOT and by laws)	Interview	
7.2 Conduct capacity assessment is conducted based on the developed tools	Questionnaires	
7.3 Analyse results as per SOPs		
7.4 Prepare reports as per SOPs		
7.5 Hold feedback meeting as per organization policy		
7.6 Develop capacity building plan as per organization policy		
7.7 Implement capacity building plan as per organization policy		
7.8 Monitor and review the capacity building plan as per organization policy		

17.3.8.2 Information Sheet No17/LO7: Capacity assessment



Introduction

The learning outcome covers: The meaning and importance of capacity assessment, development of capacity assessment tools, administration of the assessment tools, data analysis and report writing, the process of providing feedback, development, implementation and the monitoring and review of the capacity building plan.

Definition of key terms

Data analysis: This is a process of cleaning and transforming data to provide information for decision making in various field towards achieving their goals and objectives. Example; Business entities, institution and organization.

Feedback: This refers to the act of returning of information through giving the results or outcome that was established either during a research or data collection. It is often done in portions and it is used in the maintenance of a performance and evaluation.

Capacity assessment: This refers to the process of modelling facility like; infrastructure, service offered and machines based on their output which focuses on design, production and mechanical capacity in order to implement and improve technologies and work flow.

Content/Procedures/Methods/Illustrations

7.1 Capacity assessment tools are developed as per SOPs (organization capacity, PESTEL, SWOT and by laws)

Capacity assessment tool: is used by individuals, organization and the society to obtain the strength and be able to maintain capabilities to attain certain objectives from time to time. This tool is useful in analysis of desired capacities against existing capacities through understanding the available assets and meet various needs which in turn enhance development.

The process of conducting capacity assessment

- i. **Mobilize and design:** Here stakeholders are engaged and clear guideline for a clear design outlining activities and activities for a successful project using assessment tools as a guideline.
- ii. **Conduct the capacity assessment:** This is where the information is collected on desired and existing capacity. This is done using varieties of means like; interviews, focus groups, self-assessment and questionnaire.
- iii. **Summarize and interpret results:** This is where there is comparison of desired capacities against capacities which determine the level of efforts required to bridge the gap between them and informs the formulation of capacity development response. Who should be part of the capacity assessment tool team?
 - **Context:** Experts are expected to bring an understanding of a political and social economic landscape where assessment is conducted.
 - **Content:** Technical knowledge is provided in detail to be used in assessment depending on the focus of the team to enhance sustainability.
 - **Process:** A facilitator is present to manage the process. He facilitates discussion base and the sale of the scope of assessment.

Benefits of capacity assessment tools

- Brings vigour and systemic method to determine, establish and priorities capacity development
- Enhance a starting point in the formulation of capacity development response at all levels
- It establishes a baseline for measuring, monitoring and evaluation process in development
- It is based on self-perception

Limitation of capacity assessment tools

- It is just a tool used in development and not a solution
- It doesn't generate surprises but provides a basis of confirmation
- The tool is used only in a gap of what is desired and exists
- It requires understanding on political and cultural context

Types of capacity assessment tools

- Organization capacity: This was developed in the year 2009 as well as revised
- Goal: Assist organization in assessing critical elements for effective and efficient organization management and also strengthening its development.
- Purpose: Enables organization emphasizes on capacity building and improvement based on individual needs.

Capacity assessment tools demands includes:

- Governance
- Administration
- Human resource management
- Financial management
- Organizational management
- Program management
- Project performance management

SWOT AND PESTEL

They are assessment tools that help identify the key external and internal factors that should be taken in account in order to achieve a successful project.

They are used for effective planning, action and decision making through identifying and addressing issues. They make participants to understand easily the goals and objectives of an initiative.

SWOT: It involves the above:

S: Strengths

W: Weakness

O: Opportunities

T: Threats

Table 25: Percentage of the helpful and harmful objective in an organization

	Helpful to achieve the objectives	Harmful to achieve the objectives
Internal origin Organization	Strengths	Weakness
External origin Environment	Opportunities	Threats

S: Strengths: characteristics of a project at a disadvantage relative to others

W: Weakness: characteristics of a business that place the business at a disadvantage relative to others

O: Opportunities: Element in the environment that the project could export to its disadvantages

T: Threats: Element in the environment that could cause trouble in a business.

PESTEL: This word stands for:

- P- Political
- E- Economic
- S- Social
- T- Technology
- E- Environmental
- L- Legal

The above word is used to determine external factors in a business and project to enhance its operations over time. It also helps to understand the business and project environment deeper using various factors like; technology, laws. market.

Importance of SWOT and PESTEL

- Creating a strategic plan when launching a project (SWOT)
- Triggers the beginning of new project and what is needed to make it successful
- Creating understanding of the internal and external factors
- Reviewing position of an ongoing project
- Weighing pros and cons of major decision theory assessment of resources

How to apply

Prepare in advance

- i. Prepare a clear and brief statement of the project
- ii. Invite participants
- iii. When ready start
- iv. Confirm groups understanding and objectives
- v. Brainstorm the external categories
- vi. Rank the factors
- vii. Discuss the rating
- viii. Optional but recommended
- ix. Follow up written summary with decision

By-laws

This refers to the rule established by an organization to help in governance as well as regulate itself. This means it is a driving gear in every project initiative and one has to adhere with.

Importance of By-laws

- It enhances the practice of justice and respect of human rights
- It enhances good governance
- It safeguards integrity of a project or imitative

7.2 Capacity assessment is conducted based on the development tools

Development tool is derived from two words, development and tools. Therefore, it refers to a tool that supports rapid implementation of software or hardware application upon a programming platform to develop and test systems in either short or long time.

How capacity assessment is conducted using development tools

- Capacity assessment worksheets
- Interview guides
- Draft terms and reference for the capacity assessment term excel based supporting tool

Today developers face new and different challenges and have to navigate by integration heterogeneity software

Importance of development tools in capacity assessment

- It helps in application turning
- It helps developers identify and solve code issue more quickly
- It assists in finding key areas where application performance is offered
- It helps in the complex process of pinpointing software bottlenecks and remediating them more rapid
- Achieve multicore development articles
- Introduce a multicore programming practices guide
- Think ahead about coding standards
- Online collection or security article
- Finding the right internet of thing development framework

7.3 Results are analysed as per SOPs

Capacity assessment analysis refers to breaking a complex topic into smaller parts in order to gain a better understanding of it. It refers to a set of step by step instruction compiled by an organization to help workers carry out complex routines in an organization for effectiveness in attaining its goals and objectives.

Results are analysed as per SOPs

Capacity analysis is the process that refers to a set of step by step instruction compiled by an organization to help workers carry out complex routine in an organization.

How to analyse results of capacity assessment?

- Comparing the level of desired capacity against the level of existing capacity.
- The assessment done then discern patterns in capacity by groups.
- The project manager offers a standard program for the project.
- The assessment team may find information gathered from different sources provides conflicting insights.
- Individuals' perceptions are considered as they influence other factors.

At times, further exploration is done in specific areas in informal discussions with key stakeholders.

Importance of capacity assessment analysis

- It is a starting point for capacity development process
- It enhances sustainability in capacity assessment
- Helps stakeholders identify existing strengths rather than weakness.
- Helps in identification of both short-term and long-term goals in an organization
- Helps to integrate with existing budget as per the organization

7.4 Reports is prepared as per SOPs

Report refers to a written document which is written and contains information which is prepared either periodically or annually outlining the events of an organization.

Characteristics of a good report preparation

- The information collected must be relevant and focuses on the described purpose to meet goals and objectives of an organization
- It should predefine goals and objectives that is, it should match the goals then the results are of use
- It should contain summary work of the desired business plan before the actual reports
- A part from the actual analysis the report should depict the reason of making the report and the advantage and profit it can provide after successful implementation of the business plan.
- It should contain methodology of research that shows the overall process
- Contain possibility errors in any process so that immediate measures could be taken to cope with these errors
- It should contain questionnaires to be used in analysis
- Methodologies used like interviews have to be elaborate
- It should be able to predict the future trends in an organization

Characteristics of a good report preparation

- Be relevant
- Contain methodology and approach
- Predict future trends
- Contain questionnaires
- Be clear
- Contain accurate information
- Be relevant
- Use simple language
- Be short and include a recommendation

How a report is prepared

After analysis has been done, a report is prepared and given to the stakeholders and donors. The stakeholders use it in the long-term and short-term projects as per the organization policy.

Elements included in capacity assessment report

- Organization structure
- Human capacity
- Partnership and governance
- Monitory and evaluation plan
- Work plan as per M &E
- Advocacy, communication and cultural behaviour
- Survey inventory in the organization
- Supervision and auditing

Importance of report preparation

- Help in decision making process
- Used in evaluation
- Investigation purpose where a problem is identified
- Access quick information needed in a business.

7.5 Feedback meeting is often important after a report has been established as per the organization policy

Feedback is often given to the stakeholders and donors after a report has been established. Some of its importance include;

- Helps in the sharing of information amongst stakeholders and donors
- Educating members and enabling them to acquire more skills and knowledge
- Keeping the stakeholders and donors up to date on trends
- Fosters relationship between donors and stakeholders

7.6 Capacity building plan is developed as per organization policy

This refers to a place which individuals and organization obtain improve and return the skills, knowledge, tools and equipment for efficiency in their jobs. Capacity building make an individual perform greater and give his or her best.

Plan- refers to a detailed proposal of achieving their goals and objectives

Therefore, capacity building plan refers to the process theory which organizations obtain knowledge and skills to meet objectives and goals towards development.

How capacity building plan is developed

It is done through outputs and activities that needs to be achieved based on role, activities and responsibilities of the organization. It provides a base of estimating the cost of assessment and stakeholders tend to participate during assessment

Potential cost includes assessment budget:

- Salaries
- Renting allocation of meeting
- Stationary
- Travel expenses
- Translation cost
- Reproduction of material
- Cost of surveying

7.7 Capacity building plan is implemented as per organization policy

Areas of capacity building plan.

Organizational development

This includes;

- Strategy
- Organization culture
- Systems and procedure
- Output performance
- Human rights
- Sustainability and resources

This includes;

- Infrastructure and internal management
- Manpower and human resource management
- Mobilization
- Funds

Information sharing; involves co-operation and advocacy

Stakeholders' relation

Legal and regulatory framework

Therefore, capacity building involves the study of collective data and a number of cross cutting gaps

The plan address: Funding. Human resource, leadership governance, strategic planning, monitoring, evaluation and co-ordination to be put in place together with good communicating in order to meet the organization objectives and goals.

How capacity building plan is implemented

Engage stakeholders on capacity development

Assess capacity needs and assets

Formulate a capacity development response

Implement a capacity development response

Evaluate a capacity development

7.8 The capacity building plan is monitored and reviewed as per organization policy

Guide to monitoring and review

- Gain clear understanding of the outputs of capacity building plan
- Evaluate strengths and limitation.
- Plan the outlines systematically to measure the capacity.
- Assess the results using interview

How monitoring and reviewed is done in capacity building plan

- Identification of program goals and objectives through identifying the problem, the solution and the success
- Definition of indicators to track the progress towards achieving a particular goal
- Definition of data collection methods and timeline which are later recorded
- Identification of the roles and responsibilities usually component for early planning
- Creation of analysis plan and reporting templates which are compiled and analysed to fill the results tab
- Plan for dissemination and donor reporting amongst stakeholders of the organization

Importance of monitoring and review in capacity building plan

- To enable get a clear plan for what questions about the programs that need to be answered
- It will help program the staff members on how they are going to collect data, track indicators analyse it
- It will enable disseminate the results of the data collection to both the donor and staff members
- It enhances improvement of the program
- Ensure data being used is efficient to make all programs is effective as possible
- It enhances reporting of the results at the end of the program

Conclusion

This learning outcome covered: The meaning and importance of capacity assessment, development of capacity assessment tools, administration of the assessment tools, data analysis and report writing, the process of providing feedback, development, implementation and the monitoring and review of the capacity building plan.

Further Reading



Read more on capacity assessment building from capacity assessment methodology user's guide of Nov,2008.

17.3.8.3 Self-Assessment



Written Assessment

1. Capacity assessment methodology consists of the following **EXCEPT**?
 - a) Framework
 - b) Supporting tools
 - c) Framework
2. Capacity assessment consists of above dimension. Which one is not?
 - a) Point of entry
 - b) Core issues
 - c) Function and technical capacities
3. Indicated capacity assessment process?
 - a) Engage, clarify, adopt and data collection
 - b) Design, research, analyses, report
 - c) Conduct, analyse, fill questionnaire
 - d) Develop, distribute, and formulate monitory and evaluation
4. Define the term stakeholders?
 - a) Expertise on the capacities and core issues under review
 - b) Client who assigns a person to oversee the assessment process
 - c) A group individual responsible for mobilizing and design
 - d) A person in charge for resource available
5. The following are indicators of assessment budget **EXCEPT**?
 - a) Salaries
 - b) Questionnaires
 - c) Materials
 - d) Stationaries
6. Below are capacity assessment tools **EXCEPT**?
 - a) Checklist
 - b) Worksheet
 - c) Questionnaire
 - d) Proposal
7. The following are resources in capacity assessment **EXCEPT**?
 - a) Interview questionnaire
 - b) Capacity assessment in action
 - c) National consultant
 - d) Capacity building
8. How are leadership skills developed in organization?
9. Highlight how training plan is developed in an organization.
10. Evaluate modern training methods used in capacity assessment.
11. Identify some plans developed to monitor employees in an organization.
12. What does the term capacity assessment mean.

Oral Assessment

1. Outline the different types of capacity assessment tools
2. Define policy?

Case Study Assessment

Carry out a case study for mental health in your institution and indicate findings from the case. Identify a common group which is largely affected and suggest possible solutions.

17.3.8.4 Tools, Equipment, Supplies and Materials

- Computer with internet
- Tablets
- Smart phones
- SD cards and card readers
- Whiteboard
- Stationary

17.3.8.5 References



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17.3.9 Learning Outcome No 8: Carryout group activities

17.3.9.1 Learning Activities

Learning Outcome No 8: Carryout group activities		
 Learning Activities	Special Instructions	
8.1 Mobilize resources needed as per organization policy	Questionnaires	
8.2 Allocate resources as per organization policy	Observations	
8.3 Execute/implement activity plan as per organization policy	Reports	
8.4 Prepare activity progress report as per organization policy	Presentations	

17.3.9.2 Information Sheet No17/LO8: Carryout group activities



Introduction

The learning outcome covers: Resource mobilization and allocation of group activities whereby discovering of bringing people together, increased collaboration, positive reinforcement, boosts productivity, breaks down barriers, promotes creativity, boosts bottom line, implementation of the group activity plan and progress management reports is accomplished.

Definition of key terms

Resource: Is a source of supply that can be easily and readily available when needed. Resources can be in form of support, or aid. There are three types of resources human, natural and capital.

Mobilization: Is a capacity building process which allows people in a community, individuals or groups plan, and carry out and evaluate activities on a participatory and sustainability basis to improve the living standards of people.

Policy: Is a set of principles and ruler that govern a given institution like parliamentary rules of order.

Implementation: Is the process of carrying out strategies or plans and executing and practicing the plan.

Organization policy: Are principles, rules and guidelines set by and adopted by an organization to reach its goals and development or logistics to be followed in an organization, an example of policy is the employee conduct.

Content/Procedures/Methods/Illustrations

8.1 Resources needed are mobilized as per organization policy

Organization policy are the principles, rules and guidelines set by and adopted by an organization to reach its goals and development. Resources are a source from which some benefits are produced. Resource mobilization is the process of enquiring resources from a provider by using different techniques to implement and executing an organization determined plans and goals. The success of group activity depends on resources and the ability to use them effectively on the plans and programs. Availability of resources ensures there can be mobilization of people to accomplish the goals and plans they have in the group activity.

How to mobilize resources:

- Writing proposals to other developed organizations
This can be done by writing organization policies with the budgets to other organizations for help in order to organize resources.
- Asking from donors
You need to introduce your proposed project in a unique manner to donors in order to get some support aid for your organization like foreign support aid.
- Organize resources from community leaders
By organizing community meetings with the leaders and giving them the information about your projects.
- Host a crowd funding campaign
A crowd funding campaign is a way for people, charities or organizations to raise money. It works through organizations who invest or donate.

Resource mobilization team formed as per organization policy

A resource mobilization team is a team formed to make better use of resources in line with organization policy. The committee is formed when the organization identifies the need to mobilize its resources in order for the project to continue running the projects. The organization selects members who are transparent, hardworking, accountable and courageous who can do a great job.

Importance of resource mobilization

Resource mobilization ensures organizations are working effectively;

- Resource mobilization ensures that there are adequate resources to be able to sustain the organization programs and plans.
- Mobilization of resources ensures there is positive progression of services in the organization without delaying.
- Mobilization of resources enhances the dignity of one's organization.
- Resources mobilization decreases the dependency and continuation of plans in the organization and decreases dependency from donors and foreign aid.

8.2 Resources are allocated as per organization policy

Resource allocation is the assigning of the available resources to different activities taking into consideration the resource availability and the duration of the project, plan and activity according to the organization

During the allocation of resources some criteria should be followed;

- i. Prioritizing for some items or plans
- ii. The types of items to fund if there is plenty and availability of resources
- iii. Know the resource dependencies because when you allocate them all without any other place to get others your resources will be falling short
- iv. Don't over allocate resources by poor planning

Resource allocation process

- i. **Strategic planning:** Resource allocation begins at strategic planning when an organization formulates the goals. The vision and goals are majorly based on the achievement of objectives of the organization.
- ii. **Budgeting:** Proper budgeting of resources that are sufficient is majorly contributed by the set of objectives. For example, in an organization tools that should be used to meet the goal in the groups should have sufficient tolls to use.
- iii. **Logistical management:** Resources have to be in a near place where they are needed in order to accomplish the organizations objective that will lead to getting the goal.

Importance of allocation of resources

Resource allocation in projects and plans is important because it helps to reach the organizations strategic goal because of the proper planning, budgeting and allocation of resources

- Strategic planning. When an organization sets its goal proper allocating of resources helps to achieve and fulfil their project.
- Saves time: Allocation of resources properly saves time during the accomplishment of an organizations' goals because there are sufficient resources.
- Improves creativity and improves staff morale. Proper allocation of resources can give the staff the morale to work on the goal and without pressuring can give them self-confidence encouraging them to be better.
- Effective allocation of resources ensures the management of projects goes very well even when dealing with many projects this can make one handle them all without hassle.
- Maintains the accurate time. For resource allocation appropriate resource allocation, an accurate time can be given to effectively complete the project.

8.3 Activity plan is executed/ implemented as per organization policy

To execute is to fulfil a project that is carried out. Activity planning is the sequence of pointing activities or events required to achieve a goal or project.

Planning is the process of thinking of an activity required to achieve a desired goal or project.

Process of executing group activities for example, how an activity plan will be executed

- i. **Develop a project management plan:** This is a sequence of plans and chain of events that need to happen throughout the project. This covers the timeline and clear communication with stakeholder on how the project will be, and the whole process e.g. quarterly community plan project calendar.
- ii. **Collecting requirement:** For a quality group activity there should be presence of enough and available of resources that will let the activity run well without any barriers e.g. materials and funds to support the projects.
- iii. **Define scope:** Producing a document on the scope of the project which reflects any changes is important to maintain confidence.
- iv. **Create work breakdown structure:** During the projects, the large ones are subdivided into smaller ones thus allowing stakeholders to identify the ongoing progress of the project.
- v. **Define activities:** Develop and suggest specific activities to achieve the goals. To put members and teams in place to work on activities in right time with proper resources.
- vi. **Develop schedule:** Scheduling teams on specific activities to complete work and setting the progress in place with all resources needed.
- vii. **Estimate cost:** On the estimating the accurate cost of activities is a skill that comes with increasing practical experience. Coordinating all the resources needed to complete activity needs and requires great attention.
- viii. **Determine budget:** Creating a budget that can make the project to go as planned. This can make adjustments easy like when to add resources in projects.
- ix. **Plan quality:** For the project there should be a goal to assure the highest possible plan quality. Assessing the details to secure quality throughout each project phase may involve re-adjusting program goals.
- x. **Plan communications:** Communications related to activity changes, progress reports and budgeting need to be on-going to adhere quality outcome of project.
- xi. **Identify and manage risks:** Risks should be managed to save resources and to ensure there is quality outcome.
- xii. **Plan procurement:** This is the process that involves detailed reports on the use of resources necessary to complete a project and deliver effective results.

Activity progress report is prepared as per organization policy

Activity progress report is a written record of what has been done actively and what has not been done on the project.

How to prepare an activity progress report;

Figure out the purpose of your progress report. This will be the guideline on the report:

- i. **The header.** This includes the projects name, the writers name and his position, date of submission, name and position of recipient and the name.
- ii. **Compose the introduction.** This will provide an overview of the report to the readers.
- iii. **Write the body of the report.** Provide the information on the activities that have been successfully completed, the problems that you have encountered and the barriers that you have faced during the progress of the activity and the action plans and solutions you have employed to solve them.
- iv. **Few details on your future plans for your project.** Indicate the tasks you wish to do I the future and the resources to be used and time needed to accomplish the activity. You may also include the possible problems you might encounter.
- v. **Create a summary of the report.**
- vi. **Review and revise the report.** You can polish on the report to see whether you have left out any report on the progress task

How to implement an active progress report

Implementation report provides an opportunity to share information regarding their information like awareness- missing, training, monitoring.

- Create targeted reports
- Focus on the result of activities
- Use data points in presentation
- Use charts and tables and graphs to avoid wordy conversations during presentation.

Importance of activity progress report

- Active progress report reassures people that you are making progress and the project will be complete.
- Gives recipients chance to evaluate work on project and they can make some changes.
- Makes organization to have work schedule to complete the activity on the specified time.
- Gives one chance to discuss problems in the project and their solutions.

Conclusion

This learning outcome covered: Resource mobilization and allocation for group activities, conducted in organizations according to the organizations policy, the implementation of the group activity plan and progress management reports.

Further Reading



2. Read more on mobilization: Dr. Anne Touwen, 2001, Handbook for projects: development management and fundraising
3. Read more on progress report monitoring and evaluation: Jody Zall Kusek and Ray C. Rist, 2004, A handbook for development practitioners steps to a results based monitoring and evaluation system.

17.3.9.3 Self-Assessment



Written Assessment

1. State the correct method of allocating resources?
 - a) Through corruption
 - b) By favourism
 - c) Capacity planning
 - d) Giving resources to anyone in need of resources
2. Why are policies followed during resources allocation?
 - a) To favour ones interest
 - b) To prevent mismanagement of resources
 - c) Because resources are available
 - d) To fall short of resources
3. What is the objective of resource allocation?
 - a) To deplete resources
 - b) To use resources
 - c) To over allocate resources
 - d) To produce goods and services that match customer's preferences for the lowest possible cost of production to maximize resources
4. Which of the following hinders resource allocation?
 - a) Scarcity of resources
 - b) Quality resources
 - c) Availability of resources
 - d) Responsible allocation

5. Outline the expected long-term outcome of group activities?
 - a) To have positive feedback on the activities done
 - b) To idle during group activities
 - c) To waste resources
 - d) To have irresponsible leader of group plans
6. Which of the following factors can hinder resource allocation?
 - a) Cooperation during allocating of resources
 - b) Using the scarce resources in project planning
 - c) Corruption from the people allocating resources
 - d) To allocate resources carefully
7. Factor to consider to improve a group activity plan
 - a) By using correct format of planning
 - b) By being irresponsible team members of the project
 - c) By leaving group work to some members
 - d) By stealing some resources
8. Discuss steps involved in resource allocation
9. Explain the factors to consider when implementing activity plan
10. Elaborate on the key factors to consider when implementing activity plan
11. Describe the importance of resource allocation in group activities
12. Outline the procedure of writing a progress report

Oral Assessment

1. What is optimum allocation of resources and how does resources aid in successful group activities?
2. Explain and discuss on one group activity plan and how it can be implemented

Practical Assessment

Prepare a resource mobilization plan.

17.3.9.4 Tools, Equipment, Supplies and Materials

- Computer
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Smart sheet
- Savion
- Hub planner

17.3.9.5 References



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17.3.10 Learning Outcome No 9: Monitor group activities

17.3.10.1 Learning Activities

Learning Outcome No 9: Monitor group activities		
 Learning Activities	Special Instructions	
9.1 Develop monitoring tools as per SOPs 9.2 Establish monitoring team as per organization policy 9.3 Conduct monitoring based on the tools developed 9.4 Prepare monitoring report and shared as per organization policy 9.5 Do activity review when necessary	Practical Written Assessment	

17.3.10.2 Information Sheet No17/LO9: Monitor group activities



Introduction

This learning outcome covers: The importance of monitoring group activities, establishment of a monitoring team, conduct of monitoring activities, review of the group activity implementation plan, preparation and sharing of the monitoring.

Definition of key terms

Implementation: This is the process of executing and putting in practice an idea, plan or a theoretical view, from a concept to a practical reality. It involves different stakeholders ranging from the owners of the idea or plan, to those putting the concept to reality. Implementation mostly involves policies, projects and programs.

Review: A review is a secondary assessment of a project, plan, program, policy or proposal in an attempt to bringing further improvements and eradicates the already made errors and mistakes. It is also an evaluation of different interventions with the aim of bringing positive change and development.

Monitoring: It is the regular and systematic observation and surveillance of something with the aim of tracking the progress over a period of time. For instance, in policy making, monitoring is done from the policy creation to the policy implementation. Monitoring often requires an independent body or department in the same field for better results.

Planning: It is to put in place measures for a course of action usually intended for the future. Measures may include policies, dangers, budgeting and preparations for natural calamities.

9.1 Monitoring tools are developed as per SOPs

What are monitoring tools? Monitoring tools are helping activities or equipment that assists in tracking the system being used in order to assess and solve the arising failures. They pinpoint the obstacle and guide the monitoring officers on how to better improve the system before further damage. This helps in reduction of costs in case of further damage, future failure of the system and possible concerns which were not factored in. How then do we develop monitoring tools? This is a systematic yet complex process with different steps and stages. Steps of developing monitoring tools;

- i. **Knowing and identification of program** is the very first stage in developing working monitoring tools. The program offers the wide overview of what one is expected to do. The knowledge of the program will help you identify its goals and objectives. If an officer is familiar with the program from its foundation, he or she will only need to have the knowledge of the program. Likewise, if the officer is not familiar with the program he or she will need to identify a suitable program for better creation of tools.
- ii. **Choice of indicators:** this is the second stage in the process of developing monitoring tools. Indicators are very important in every stage. One should therefore be careful when choosing indicators. He or she should involve different people to get different views, and also have manageable and favourable number of indicators. Indicators help in measuring the progress in both goals and objectives
- iii. **Data collection and timeline.** This step defines the methods used to collect data and how each indicator measures the progress.
- iv. **Roles and responsibilities of each person in the program.** Different stakeholders are therefore involved, their input analysed and evaluated with their various stakes.
- v. **Analysis plan and reporting template is created.** This means that most of the hard work is done and now the report needs to be compiled. The officer in charge is usually the research assistant who will do the report for the internal review and external presentation. The report should answer several questions and contain the data analysis for better presentation.
- vi. **Dissemination and donor reporting.** The data compiled and the report should be able to convince the donor about the success of the project or program. It should indicate a clear framework for the future success and the worth of support needed from the donor.

9.2 Monitoring team is established as per organization policy

A monitoring team is a group of experts mandated with the task of watching the whole process of monitoring they assess the progress in every step and are ready to solve any obstacle that may arise in one of the stages. Having a monitoring team is very important for the betterment of the program or project.

- They first ensure that all the stages are followed in the monitoring process.
- Secondly, they ensure that all the arising problems are mitigated and report to their authorities for further help and support. Since most team members are experts, their input is often important in every stage therefore strengthening the success of the whole program. The monitoring team also forms the role of stakeholders, with the stake of assessing the program from its start to the end.

How then do we establish a monitoring team? A monitoring team comprises of a data clerk, field monitors, team officer, monitoring supervisors, among others. The team officer is the one in charge of the whole monitoring team. He or she develops a plan and framework of all the activities, oversees the process of data collection and maintains the management of the information system. Field monitors are tasked with the work of conducting the assessment of the field training venues, they also conduct the quality of visits to the training sites and they verify job visits. Data clerks work to ensure that all data collecting materials are submitted on time for data entry. They also sort the data into the various databases. They do quality check of the data and do the backing up in both electronic and hard copy forms. Monitoring supervisors ensures that the monitoring officers are efficient and stick to their work. They do regular visits to the monitoring sites to assess the progress and they also do the assessment of training venue.

9.3 Monitoring is conducted based on the tools developed

- a) Process monitoring:** Data is collected routinely in order to establish if the activities done are leading to the intended project results. It measures inputs, activities and outputs. It basically answers the questions “what has been done, when, where and how has it been done?”
- b) Technical monitoring:** It involves strategy assessment that is being used in project implementation to establish whether it is achieving the required results. it involves the technical aspects of the project such as the activities to be conducted
- c) Assumption monitoring:** Assumptions are the factors that determine a project success or failure and to which the project has no control over it. It is important to carry out the assumption monitoring since it might explain the success or failure of the project.
- d) Financial monitoring:** This involves comparison the expenditure and financial budget in the planning. This helps in establishing there are no wastages or excesses and also in report presentation.

- e) **Impact monitoring:** It is a long term of project effects and hence it is the assessment of the project impact to the community or the target population

9.4 Monitoring report is prepared and shared as per organization policy

A monitoring report is prepared by the following steps;

- i. **Identifying the project goals and objectives-** defining the project goals can be achieved by answering the following questions.

- What is the problem the project is trying to solve?
- How will the project solve the problem?
- How will the project employees know they have hit their target or impacted the community?

This can be illustrated in the diagram below

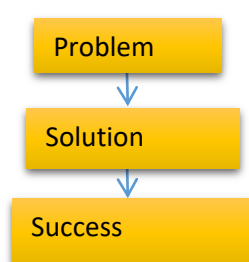


Figure 33: Identifying the project goals and objectives

ii. **Define key indicators:** There are two types of indicators which include Process indicators which helps in tracking the progress of the program. They help to answer the question, “Are activities being implemented as planned?” Some examples of process indicators are:

- Number of trainings held with health providers
- Number of outreach activities conducted at youth-friendly locations
- Number of condoms distributed at youth-friendly locations
- Percent of youth reached with condom use messages through the media

Outcome indicators track how successful program activities have been at achieving program objectives. They help to answer the question, “Have program activities made a difference?” Some examples of outcome indicators are:

- Percent of youth using condoms during first intercourse
- Number and percent of trained health providers offering family planning services to youth
- Number and percent of new STI infections among youth

iii. Define data collection methods

After creating the indicators, it is now the time to decide on the methods of collecting data. This should be done with the stakeholders, program staff and donors. Here is an example shown in the table below.

Table 26: Information and its data source

Information to be collected	Data source(s)
Implementation process and progress	Program-specific M&E tools
Service statistics	Facility logs, referral cards
Reach and success of the program intervention within audience subgroups or communities	Small surveys with primary audience(s), such as provider interviews or client exit interviews
The reach of media interventions involved in the program	Media ratings data, broadcaster logs, Google analytics, omnibus surveys
Reach and success of the program intervention at the population level	Nationally-representative surveys, Omnibus surveys, DHS data
Qualitative data about the outcomes of the intervention	Focus groups, in-depth interviews, listener/viewer group discussions, individual media diaries, case studies

iv. Identification of monitoring and evaluation roles and responsibilities

The next stage is selection of roles and responsibilities whereby it is decided who is responsible of collecting which data. These roles should be decided with the inputs of all the staff on the same page to avoid confusion in the reporting stage.

v. Create an analysis and report template

It consists of compiling data whereby someone is assigned to the work; it may be the program research assistant or the manager. The purpose is using the information for internal review and external reporting. The report can be presented in an excel template sheet.

vi. Plan for dissemination and donor planning

It describes how data will be disseminated among the team members and as well as the stake holders and donors. Dissemination of digital and printed material might occur at frequent intervals.

9.5 Activity review is done when necessary

It is observing to see if project is done in the correct manner to achieve internal objectives. This exercise is important in ensuring correct activities are done for the success of the project.

Importance of activity review

- **Demonstrate understanding:** Identifying summarizing and critically assessing the research that is relevant in your work. It gives a clear understanding and critically analysing the project.
- **Justify the research:** It helps identify the gaps and fill in or address the issues arising from the research or the project.
- **Developing a methodology:** This is done by examining the strength and weaknesses of a research or a project and adopting the most appropriate methods, data sources and analytical techniques.

Factors to consider for successful activity review

- **Identification of things that went well:** These include hitting the set deadline or good developers.
- **Identification of things that should improve:** E.g. the documentation was not flowing systematically.
- **Identifying items that are broken:** These are quite serious situations that may need changing or dropping some processes.
- **Get on decision plans:** Get input agreement on action plans to improve items that need improvement and ways to fix items that are broken

When to conduct a group activity review

The review of activities varies by organization and nature of activities. This can be dictated by;

- Organization policy
- Available team
- Nature of tasks
- Future phases/Tasks to be undertaken
- Consider diverse skills

Conclusion

This learning outcome covered: The importance of monitoring group activities, establishment of a monitoring team, conduct of monitoring activities, review of the group activity implementation plan, preparation and sharing of the monitoring.

Further Reading



Read more on monitoring group activities from; Muiga, M. I. J. (2015). Factors influencing the use of monitoring and evaluation systems of public projects in Nakuru County.

17.3.10.3 Self-Assessment



Written Assessment

1. Identify the best term that defines monitoring?
 - a) A framework for development interventions
 - b) Assessing the project objectives
 - c) The systematic assessment of a project or program in order to track its progress.
 - d) Management criteria
2. _____ is a member of a monitoring team.
 - a) The chief executive officer
 - b) The local government
 - c) Data Clerk
 - d) The junior staffs
3. Which of the following statements is true?
 - a) Monitoring officers are part of the monitoring team
 - b) Most monitoring activities is done by the government
 - c) Monitoring is only done at the end of the project or program
 - d) None of the above
4. The following are tools used for monitoring **EXCEPT**?
 - a) Technical monitoring
 - b) Assumption monitoring
 - c) Financial monitoring
 - d) Stakeholder monitoring
5. Who heads a monitoring team?
 - a) Data clerk
 - b) Monitoring officer
 - c) Field supervisor
 - d) The CEO

6. When is a monitoring report written?
 - a) At the beginning of the project or program,
 - b) At the end of the project
 - c) In all stages of a program or project
 - d) It is not necessary
- 7) Select the best advice to give someone who needs a professional advice about monitoring?
 - a) Monitoring is useless and a waste of resources
 - b) Do not use too many monitoring tools as they might be difficult to manage,
 - c) Monitoring is often bias
 - d) There are no qualified officers to conduct the process
8. Elaborate the process of a project/ program review.
9. Demonstrate steps followed during evaluation.
10. Summarize key components to include in a monitoring report.
11. Provide a summary of tools used in monitoring activities.
12. Explore challenges that affect monitoring exercise in organizations.

Oral Assessment

1. Differentiate between monitoring and evaluation.
2. Summarize the key role of monitoring and evaluation team.

Project Assessment

The county government has selected you to head a team of evaluators to conduct a monitoring and evaluation process on implementation of a project on improving livelihood of locals through provision of water.

- a) Prepare a plan that shows the monitoring activities that you and your team will undertake
- b) Prepare a project progress report and recommend on measures to be taken to enhance implementation of the projecting

17.3.10.4 Tools, Equipment, Supplies and Materials

- Computer
- Tablets
- Smart phones
- SD cards and card readers
- Stationary
- Monitoring plan templates

17.3.10.5 References



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17.3.11 Learning Outcome No 10: Evaluate group activities

17.3.11.1 Learning Activities

Learning Outcome No 10: Evaluate group activities	
 Learning Activities	Special Instructions
10.1 Establish evaluation plan, tools and team as per organization policy 10.2 Conduct evaluation as per the set tools 10.3 Prepare and share evaluation report as per organization policy 10.4 Review recommendations as per organization policy 10.5 Review group activities where necessary. 10.6 Establish performance of group as per organization policy	Questionnaires Discussions Observations Pictures

17.3.11.2 Information Sheet No17/LO10: Evaluate group activities



Introduction

The learning outcome covers: The importance of evaluating group activities, establishment of an evaluation team, development of an evaluation plan and tools, administration of the evaluation tools, preparation and sharing of the evaluation report, review and implementation of the evaluation findings.

Definition of key terms

Plan: This is the process of coming up with all the requirements and procedures that will enable to attain desired activities and goals.

Evaluation plan: This is a procedural document that describes how you will carry out and evaluate group activities.

Evaluation tool: This is an instrument used to collect information that evaluate needs to be adopted by evaluators.

Evaluation report: This is a final document that is written according to the standards which includes the following: introduction, content, procedure, evaluation, conclusions, recommendations and references.

Content/Procedures/Methods/Illustrations

10.1 Evaluation plan, tools and team are established as per organization policy

Evaluation plan: Is the documented paper that will enable an organisation to attain the desired goals.

An evaluation tool: Is the instrument used for collection of information.

Evaluation team are team members of the plan that are ready to undertake the evaluation process.

Undertaking the process effectively requires development of an evaluation plan and tools. For effective development of a plan, the following procedures should be adhered to:

- i. Coming up with a model of the project of evaluation and identify the main points of evaluation.
- ii. Coming up with evaluation questions and define its answers.
- iii. Develop a design to which it will fit the evaluation process.
- iv. Collection of all the required information.
- v. Analyse the information and present to the interested audience.

To ensure effective collection of data, the development of tools should consist of the following elements:

- Choose the best tools that can be used for assessment
- Survey questionnaires which are precise and easy to the respondents.
- Identify the focus group.

These elements can help one identify areas of improvement and effectively help to attain the goals more efficiently.

To ensure evaluation of group activities are undertaken efficiently, we need to establish team evaluation properly according to the standards of organization policy. Standards such as quality of the final report will require the members in the evaluation team to carry out the evaluation process.

Qualities of an evaluation team member

- One should offer commitment and be trustworthy.
- One should have an open line of communication.
- He should be aware and all round in case of any changes that may come up in due process.
- He/she should be creative and innovative.
- Should have ability to work under pressure.

Administration of evaluation tools: In this process, all the procedures and policies should be followed accordingly. These tools include:

Observation: This is the art of making decisions based on what one sees.

Tests: Questions that are administered to the targeted group. The questions should be; standard, easy, well-framed and with easy language.

10.2 Evaluation is conducted as per the set tools

Evaluation: Evaluation is making a decision after assessment of a particular activity or event

How to conduct evaluation:

- i. Ensure that the group is aware of every member is doing by carrying out assessment
- ii. Give members an opportunity to evaluate the progress and effectiveness of the group and evaluate themselves too.
- iii. Make decisions to grade members of the group after assessment

In order to conduct evaluation well and effectively, there is need to follow the procedures of the tools of the evaluation according to the organization policy. The steps are engaged to entire group of participants.

To ensure whether the evaluation was conducted according to the set tools, we have to go through the following evaluations;

- i. Direct interventions through use of accepted tools,
- ii. Research initiative representing the document to the audience through advocacy work,
- iii. Acquiring feedback from the audience can also confirm whether the tools were conducted effectively.

To assess the performance of the set tools, the learner should be able to effectively undertake the following;

- i. Focus and interview the target group with questions that aim to attain the performance of the final document.
- ii. Field observations, these include the decisions and conclusions that are made after keenly looking at the areas of evaluation.
- iii. Use of photos and videos, these are some of the tangible evidences used for any rectifications required to make before final document is released.

Taking questionnaires as an example of a tool of evaluation, these are specific steps that should be followed in order to attain the best quality results.

- i. Questions should be standard.
- ii. They should be brief and straight forward
- iii. They should be vocabulary free for easy understanding to the target group
- iv. They should be simple and require simple answers.

If those standards are set and administered accordingly, then the learner should be able to carry out data collection of easy and accurate data to be used for evaluation.

10.3 Evaluation report is prepared and shared as per organization policy

Purpose of evaluation

Evaluation report: This is a document that is reliable and examines the product and is working according to the set rules and regulations of the organization policy. It is a final document used to give summary and guidelines to group activities.

Components of an evaluation report for group activities

- Topic of evaluation on group activities
- Table of contents
- Precise introduction with a scope of the content to enable the reader to have an overview of the report
- Resources from which the report was formed with methods used in evaluation of group activities
- Summary giving a suggestion on the evaluation of the group's activities.

The following are importance of evaluation:

- To make a decision and judgment on the quality of the evaluation report
- Helps to identify areas of improvement in order to come out with good quality evaluation report
- Evaluation of group activities helps to promote an atmosphere of trust.
- It helps to enforce important skills to enhance members work better.

Preparation of evaluation report

Before the final report is released, the preparation should be carried out to facilitate the quality of the document hence the following elements should be followed properly.

- i. The purpose of evaluation of the group activities
- ii. Collect the most important details required for the evaluation process
- iii. Should be aware of the audience of the report.
- iv. To be easy and precise, divide the report into parts to make the audience understand better.
- v. Should be written in a clear manner
- vi. Finally, the report should have a proof

When the final report is released, It needs to reach many people. Proper sharing steps include:

- i. Making a list of members who you recommend to benefit from viewing your report after evaluation is done
- ii. Making clarification of what information in the document will be most useful to the audience
- iii. Identifying the best methods and strategies in order for the report to reach the audience

10.4 Recommendations are reviewed as per organization policy

Recommendations: These are suggestions that are proposed to review the report in order to come up with final judgment.

How to review recommendations in order to improve group activity

- Make clear clarifications on the importance of group activities and emphasize them.
- Teach group members on teamwork skills in order to make them know the expectations of the group activity.
- There is need to build and strengthen group cohesiveness among members by group exercises
- Make the tasks easily achievable and make goals clear
- Need for clarification of each member by group exercises
- Need for consideration of each member and the roles that are allocated to him/her
- Request prompt meetings for reports and process feedback
- To review recommendations, it requires each member to identify his/her own contributions to the final report.
- There should be final assessment to review what was identified as a challenge.

Recommendations can be in form of documents that compares results in order to come up with the best option that will be eligible for implementations hence implementations of the evaluation findings are to basically assess its strength and weakness and examine how participants experienced services.

Findings can be used in the following ways;

i. To make judgment about the report

Making a decision it requires one to compare all the necessary suggestions that were proposed by all members that undertook group activities.

ii. To publish the benefits of the evaluation process

After suggestions have been proposed there is need for publishing the benefits of the findings of evaluation report.

Reviewing of the report

This is one of the recommendations by the organization policy that documents should be reviewed. Specific elements to check while reviewing are:

i. How the program is managed?

- Managements of the report should contain the following factors:
- Timeline that the evaluation process will take to completion
- The events that will take place during the process
- The assessment of the process at every stage of progress

ii. Whether results are being measured

The outcomes should be compared with the set goals of this group activity.

iii. Whether the outcomes are planned towards planned learning objectives

After reviewing the report, it requires recommendations which will include; building a model of the report, definition of purpose, plan and budget of evaluation then select evaluator for implementation process

10.5 Group activities are reviewed where necessary

Group activity: this is an association that have a common objective where members agree to work together to achieve those specific set goal(s).

These are internal discussions based on reviewing areas of work with small groups which can easily identify the area of review by following the following steps;

- i. Review all the information and activities that were carried out during the process
- ii. Reschedule further reviews in order to attain the best report
- iii. Rewrite the report while taking note of the areas of review
- iv. Teach some people on the areas of review
- v. Put whatever you learn into action in order to compare the outcome
- vi. Know when to relax and have a break.

Purpose of reviewing group activities

It involves going through all the work that was done in group activities. Some of the importance of reviewing group activities include;

- Helps to achieve the objectives of evaluation of group activities
- To get and come up with new perspectives which could be used to evaluate group activities
- Help viewers enjoy success in understanding how the group activities happened and get accustomed to the idea that can be successful
- Adding value to the report. In the viewing process, one may come up with a suggestion that will help boost the group's activities.

Reviewing of group activities helps to empower people and add some experience to them, encourage them to learn reviewing skills and get new ideas.

After reviewing the report the necessary adjustments are made to finalize the last document which will be reliable to the audience, then will be effective for implementation. For it to take place, it requires the following;

- Comprehensive final report that will be ready for implementation
- Reviewing to be easy and not to bring any complications during the process of implementation

10.6 Performance of group is established as per organization policy

Performance: This is a completion of group activities relevance to its objectiveness

How to establish performance

To establish good performance of the group evaluation it requires one to emphasize on the following:

- i. Give clear outlines on future direction of the group
- ii. Identify the desired performance level of the group
- iii. Give a strategy on how this performance level shall be attained.
- iv. Provide guidance and direct team members in order to achieve your goals
- v. Evaluate each process on the progress towards desired performance levels.

Performance of the group will be useful to internalize the whole content of the group evaluation in order to fit into broad context. This will ensure that your evaluation is well planned and strategically arranged in order to know what to do with the final outcome.

To carry out group performance it requires undergoing the following steps;

- i. Set your evaluation standards and make sure the students are aware of them
- ii. Assess the performance of the evaluation groups and analyze individual members
- iii. Give regular feedback so that members can be able to gauge themselves with their progress
- iv. Make a decision on which methods to base on final evaluations

After evaluating performance, there are steps to be followed in order to monitor the performance

- i. Keep attention of the work in groups
- ii. Ask for accountability of every work
- iii. Help group members to use self-monitoring groups
- iv. Review work in progress on regular basis
- v. Ask random questions.

Conclusion

This learning outcome covered: The importance of evaluating group activities, establishment of an evaluation team, development of an evaluation plan and tools, administration of the evaluation tools, preparation and sharing of the evaluation report, review and implementation of the evaluation findings.

Further Reading



Read more on the components of evaluation report from; Kamp, Dolmans, Van Berkel, & Schmidt, 2011). Can students adequately evaluate the activities of their peers in PBL?

17.3.9.3 Self-Assessment



Written Assessment

1. Which of the following is not a tool for data collection
 - a) Questionnaire
 - b) Sampling
 - c) Interviewing
 - d) Note taking
2. Select the best term definition of plan.
 - a) Process of coming up with a procedure to attain a goal
 - b) Document of laws
 - c) None of the above
3. According to standards of evaluation report which of the following is not required
 - a) Introduction
 - b) Content
 - c) Conclusion
 - d) References
4. There are qualities for individuals who should be included in an evaluation team. Which of the following is not a good quality to be included?
 - a) Commitment and trust
 - b) Experience
 - c) Tribe
 - d) Open line of communication
5. The following are instruments used for presenting data to learners, which one is not?
 - a) Radios
 - b) Cameras
 - c) Charts
 - d) Dictation
6. Which of the following is not a group activity
 - a) Sports team
 - b) Sole business
 - c) Discussion group.
 - d) Charity group
7. Outline key components to include in an evaluation report
8. Evaluate the tools used in evaluation of group activities
9. Examine the significance of reviewing group activities
10. Identify key qualities and characteristics of an evaluation team.
11. Analyse the sharing of evaluation report.

Oral Assessment

1. How do you know if an instrument is appropriate for your needs and objectives?
2. What are the features of a good questionnaire?

Case Study Assessment

Elvis is a group member who is undertaking evaluation of their group activity and he visited Kwari village for interviewing an individual, the process there were a lot of discussion with the person where Elvis was interested to acquire some information to help him improve on the performance of the group. Identify tools Elvis needed to use acquiring the information.

Elvis is a group leader who visited another group that carried out a similar activity. The members welcomed him and he had some questions for them. The responses he got would help his group in evaluation of the activity they carried out. Elvis' group members expected him to return with data that they would refer to and rely on to boost their evaluation report.

1. Explain how evaluation report is shared.
2. Prepare an evaluation report that could be used to review the objectives of your group activities.

Project Assessment

Outline the benefits of the final report to the audience in evaluation of group activities

17.3.9.4 Tools, Equipment, Supplies and Materials

- Smart phones
- Computer
- Tablets
- Smart phones
- SD cards and card readers

References



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17.3.12 Learning Outcome No 11: Document group activities

17.3.12.1 Learning Activities

Learning Outcome No 11: Document group activities		
 Learning Activities	Special Instructions	
11.1 Prepare documentation tools as per organization policy 11.2 Prepare documentation plan as per the organization policy 11.3 Identify documentation procedures as per SOPs 11.4 Conduct documentation analysis as per the organization policy 11.5 Store documents as per organization policy	Group discussion Use of simple documents (as reference materials)	

17.3.12.2 Information Sheet NO17/LO11: Document group activities



Introduction

The learning outcome covers: Documentation plan for group activities entails documentation tools, documentation methods, implementation of the documentation plan and analysis of the documentation. As part of the learning activities, at the end of the group activity, learners are expected to be able to prepare documentation tools, prepare a documentation plan, identify documentation procedures, conduct a documentation analysis, store documents and even identify the various tools of documentation.

Definition of key terms

Documentation: Is the process of classifying, arranging and annotating materials that provide official information, the process must be systematic.

Plan: Is a design or decision one makes concerning what he or she intends to do. A good group activity must have a well-laid out plan to ensure flow of events.

Implementation: Is the execution of decisions made into actions. In a group activity it involves the practice of a plan.

Document analysis: Is a research done on documents, to interpret for easy understanding. It is done qualitatively and involves coding content into themes similar to how focus group transcripts are analysed.

Documentation tools: Are equipment used to ease the process of classifying materials that provide official information

Content/Procedures/Methods/Illustrations

11.1 Documentation tools are prepared as per organization policy

An organization's secretary follows its rules and regulations in documenting its official information. Tools of documentation prepared by the secretary in line with organization's policy include;

- Video cameras
- Tablets
- Smartphones
- SD cards and card readers
- Computers etc

An organization's work policy may focus on different factors that may influence the choice of a documentation tool. These factors may include;

- Security of the documents through the chosen tool
- Documentation tool should be simple
- Documentation tool should be easily accessible
- A good documentation tool should be able to keep the files clean and neat
- A good documentation tool should be able to cater for future changes in the storage industry
- A good storage tool should be strong and able to last longer

Documentation in a company is very important because it ensures proper circulation of information, smooth working experience, proper and good relationship among workers, good management and decision making and increased productions in the company.

Different methods of data documentation include;

- Document drafting
- Document formatting
- Document reviewing
- Document approving
- Document distributing
- Document reporting
- Document tracking

How to prepare documentation tools

- i. Avail the tools of documentation e.g. recorder, pen and book
- ii. Set the tools in a clean dry environment ready to work
- iii. You can use a mark-load pad to blog posts, websites, articles and software documentation
- iv. A writer is also set up as a reference tool. This will enable the document to pass on when it's now final.
- v. Finally, you can restructure the texts to complete the documentation.

11.2 Documentation plan is prepared as per the organization policy

Policies: They are rules and regulations of an organization. A documentation plan is a layout or a decision a secretary or manager makes in relevance to documenting an organisation's information. He may decide to plan the documentation in form of time of event occurrence or the quality of information to be documented.

Importance of a documentation plan

- It allows the content development members of a project team to plan create and deliver documentation.
- It allows the officer carrying documentation to estimate the human resources required for the process of documentation.
- It also helps in scheduling the timeline for the whole process of documentation
- When documentation plan is aligned to with overall project planning, including scope and objectives, the content team ensure that deliverables are accurate, complete, comprehensive and usable.

How to develop a documentation plan

Steps

- i. Identify and meet with stakeholders. These are people likely to be affected by change in documentation plan.
- ii. Set and prioritize goals: Once you identify the stakeholder's needs, prioritize them and set specific documentation goals.
- iii. Define deliverables: Identify the deliverables and documentation planning steps required to meet the goals.
- iv. Create the project schedule: Look at each deliverable and define the series of tasks that must be completed to accomplish each one of them.
- v. Identify issues and complete a risk assessment: No documentation is risk free. Crossing your fingers and hoping for the best is not doing you any favours.
- vi. Present the documentation plan to the stakeholders: Explain to them how your plan addresses their expectations and present your solutions to any conflicts. The presentation is not one sided and have an open discussion with the stakeholder.

11.3 Documentation procedures are identified as per SOPs

Documentation procedures are measures that describe documents that show a list of workers in an organization, those who can take part in decision making and those who can approve expenditures of an organization. The standard operation systems of an organisation are involved in the selection of documentation procedures.

Importance of documentation procedures

- They show highly qualified information that the company required to implement its control systems and assign responsibility for tasks and actions.
- Effective documentation procedures result to a minimum of efficient controls thus a competitive advantage.
- Also specifies the contents of an employee manual which is all relevant policy and procedure of documentation.
- Also stipulates a clear organizational chart of a company and job descriptions.
- Help in assigning responsibilities for the preparation and upgrading of the organizational chart and how the company uses the chart.
- Documentation procedures also support strong internal control systems to detail the basis for decisions. They specify what decisions require supporting documentation and entail its nature.
- They strengthen internal control through reporting hence specifies what information such as reports must include, who is responsible for their preparations and who will receive the reports and also specify which reports are sensitive and detail corresponding security measure.
- Also result in various documents that independent sources in small businesses thus instituting reconciliation between comparable data from different authors. The documentation procedure has to specify what reconciliation must take place, and who is responsible for carrying it out, thus detailing methods for which discrepancies are dealt with and assign responsibility for resolving differences.

The SOPs in identifying a documentation procedure, with a primary motive not just identifying the best documentation procedure but to produce reports, advertising, producing documentations, easy creation and distribution of content over mail and web, learning, training and content management. The initial objective of documentation procedure was to create a content with the following capabilities;

- Easy to read
- Easy to write
- Layout capabilities
- Reformatting and rearranging
- Highlighting trends and patterns
- Support charts and graphs
- Professional in nature and producing visual impact
- Small in size
- Cost effective
- Easy to distribute and share

11.4 Documentation analysis is conducted as per the organization policy

Documentation analysis is a research done on documents to interpret them for easy understanding. The document analysis is carried by an organizational manager or the secretary as directed by the manager.

Importance of document analysis:

- It is an efficient and effective way of gathering data because documents are manageable and practical resources.
- It provides documents in a commonplace thus easily accessible and reliable.
- Data analysis is cheap and takes a shorter period.
- Provides stable data sources that can be read and reviewed multiple times and remain unchanged by the researcher's influence.
- It can support and strengthen research in a number of ways.
- Can be used in different fields of research as either a primary method of data collection or as a compliment to other methods.
- Provides background information and broad coverage of data thus helpful in contextualizing one's research.
- Can also contain data that can no longer be observed, provide details that informants have forgotten.
- Also point to questions that need to be asked or to situations that need to be observed.

In preparation for a document analysis, the secretary or the manager of the organization must go through a detailed planning process in order to ensure reliable results. O'leany (2014) outlines 8-step planning process that should be taken in document analysis;

- i. Create a list of texts to explore e.g. population
- ii. Consider how texts will be accessed with attribution to linguistic or cultural barriers.
- iii. Acknowledge and address biases that may exist
- iv. Develop appropriate skills for research work
- v. Consider strategies for ensuring credibility
- vi. Know the data you're searching for.
- Vii. Consider ethical issues e.g. confidential documents and relevant security measures.
- viii. Have a backup plan.

11.5 Documents are stored as per organization policy

Document storage is the placement of documents under security, clean and dry place to enable them be secure. The role of storing documents is with the manager and secretary of an organization. Several and different tools and objects have always been used for document storage.

These include;

- Video cameras
- SD cards and card readers
- Tablets
- Computers
- Hard disks
- Recorders etc

Different factors such as security, accessibility, durability, ability of storage material to adapt to future changes and the quality of information to be stored determine the kind of storage object used.

Importance of storing documents

- To free up more space in our offices and apartments
- For security purposes. Sensitive and personal documents for businesses including financial documents need to be kept far from thieves.
- Environment climate control. This is for especially in an area with high humidity to avoid having many boxes of damaged documents.
- To keep your office neat and tidy. To avoid paper documents running all over the room.
- For future references of highly detailed documents.
- Keeps them off from dust, rats, insects and unnecessary handling.

Conclusion

This learning outcome covered: Documentation plan for group activities, documentation tools, and documentation methods, implementation of the documentation plan and analysis of the documentation. Thereafter, the learners are able to define documentation and list different documentation tools, state different methods of documentation, explain the process of implementation of a document plan, and state and explain what documentation analysis entails.

Further Reading



Read more on documentation from Bowen, (2009). Documentation Analysis.

17.3.12.3 Self-Assessment



Written Assessment

1. _____ is part of user documentation.
 - a) Classic diagram
 - b) Use case
 - c) Code comment
 - d) Installation guide
2. The process of maintaining a record of project development and maintenance
 - a) Process documentation
 - b) Product documentation
 - c) User documentation
 - d) System documentation
3. Which of the following describes the technical terms used in document.
 - a) Glossary
 - b) Index
 - c) User requirement
 - d) System models
4. Which one among the following outlines the meaning of STD?
 - a) Software test documents
 - b) System test documents
 - c) Software traced documents
 - d) System traced documents
5. Maintenance and reviewing of a system is dependent on one of the following aspects. Which one is it?
 - a) Documents
 - b) Software
 - c) Devices
 - d) Resources
6. Which of the following refers to a set of activities that are executed on the software in order to confirm it is behaviour to certain set of inputs.
 - a) Process
 - b) Document
 - c) Use case
 - d) Test case
- 7) Which of the following underlines the meaning of SCM?
 - a) Software configuration management
 - b) Software configuration monitoring
 - c) System configuration managements
 - d) System configuration monitoring
8. Differentiate between video cameras and smartphones as documentation tools

9. Justify the importance of storing documents properly
10. Discuss at least 2 types of data documentation
11. Elaborate on the factors that may affect a documentation tool.
12. Explore the various steps followed when conducting document analysis.

Oral Assessment

1. What IDs documentation?
2. State five importance of documentation.

Case Study Assessment

Kenyatta University, students from Department of Archery, seventy in number sit for a CAT exam, the lecturer records their marks in the manner of performance. These marks are later used at the end of the semester when added to the main exam marks then gives the grade of the academic year. The cat marks are therefore documented.

Project assessment

Develop/create a database system that can be used to manage the documented files in Oshwal academy.

17.3.12.4 Tools, Equipment, Supplies and Materials

- Video cameras
- Tablets
- Smart phones
- SD cards and card readers
- TFT screen
- Recorders

17.3.12.5 References



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