

PLANNING



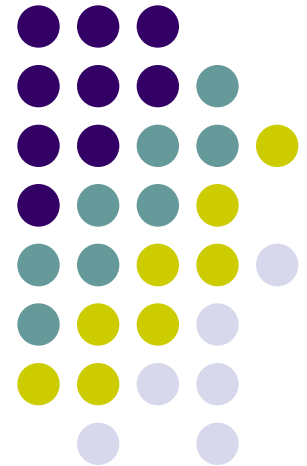
SWRK 4013: Social Welfare Administration

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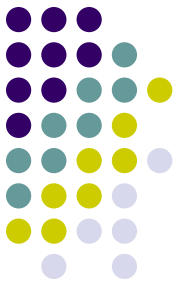


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OUTLINE



- Different aspects of Planning
- Why is Planning important?
- Process of Planning
- Steps in Planning
- LeBreton's 14 step model of the planning process
- Characteristic Features of Planning
- Specific challenges non-profit organisations face with planning
- Common problems arising from ineffective planning



Different aspects of Planning

- What
- Why
- When
- Where
- Whom (for whom)
- Who (who would be involved)
- How to (i) plan and (ii) implement

What is Planning



- Every modern organization has a relatively large number of people who function together to achieve some end or goals.
- The success or failure of the organization is dependent on the efficiency and effectiveness in which the entire set of individuals work.
- To this effect the leader of the organization has to ensure that every member understands the mission & vision of the organization; its goals and objectives and the methods for attaining them. **This is the function of planning.**
- **Planning** involves selecting mission & objectives, and deciding on the actions to achieve them; it requires decision-making, that is, choosing a course of action from among alternatives.
- **Plans** thus provide a rational approach to achieving pre-selected objectives.

Why is Planning important?



Planning is vital for all organisations. It is a process of deciding in advance **where we want to get to (our goal)** and **how we will get there**.

Importance of Planning

1. It helps us to identify our goals clearly. It makes us decide clearly and concretely what we need to do to have the effect on society that we want.
2. It helps us make sure that we all understand our goal and what we need to do to reach it by involving everyone in the planning process.
3. It makes us all work in a goal-oriented way rather than in a loose or ad-hoc way where we just respond to issues and crises with no clear plan or goal.

Why is Planning important?



4. Planning helps us see in advance those things that can help us achieve our goal and those things that can prevent us from achieving our goal and work out what to do about them.
5. Planning helps us to be accountable for what we do.
6. Planning helps us decide how best to use our resources (people, time, money, information, equipment) so that they make the most significant contribution to achieving our goal.
7. Planning lays the basis for us to assess and evaluate our achievements effectively.



Process of Planning

- **Step 1:** How to prepare to plan - analyse stakeholder involvement
- **Step 2:** How to analyse situations and needs
- **Step 3:** How to prioritise and select a goal and purpose
- **Step 4:** How to develop clear objectives
- **Step 5:** How to identify alternative strategies and select the most effective strategy
- **Step 6:** How to plan implementation
- **Step 7:** How to plan for evaluation
- **Step 8:** How to summarise your plan



Steps in Planning & Execution

- **Step 1:** Determination of the objectives by policy-makers
- **Step 2:** Selecting the best alternative out of the available alternatives
- **Step 3:** Selecting the best means to achieve the objectives
- **Step 4:** Allocation of resources to achieve objectives
- **Step 5:** Develop the plan of implementation
- **Step 6:** Design the monitoring & evaluation plan
- **Step 7:** Assess whether policy goals are being achieved
- **Step 8:** Provision of incorporating changes after assessment of implementation.

LeBreton's 14 step model of the Planning Process



1. ***Need*** : Becoming aware of a possible need for formulating a plan.
2. ***Statement of Objectives*** : Formulating a precise statement of the objectives of the plan to be prepared.
3. ***Broad outline*** : Preparing a broad outline of the proposal or plan
4. ***Approval*** : Obtaining approval of the plan
5. ***Organising***: planning staff requirement and assigning responsibility
6. ***Determining the specific outline*** of the project
7. ***Participation*** : Establishing contact with all cooperating units

LeBreton's 14 step model of the Planning Process

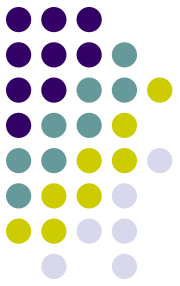


8. **Data** : Obtaining necessary data from relevant sources
9. **Evaluating data**
10. **Tentative plan** : Formulating tentative conclusions and preparing tentative plans
11. **Testing** : Testing components of tentative plans and making adjustment where appropriate
12. Preparing the **final plans**
13. **Modification** : Testing the plan and making the adjustments where necessary
14. **Submission** : Submitting the plan for approval



Characteristic Features of Planning

1. Purposive & goal directed/oriented (***relevance*** is the prime concern)
2. Methodical
3. Precedes all actions or programme implementation
4. Should be soundly rooted in the philosophy of the agency and consistent with the philosophy of the welfare professions
5. Creative, imaginative & innovative
6. Short-term & long-term;



Characteristic Features of Planning

7. Whether preventive, remedial, or rehabilitative
8. Change or need orientation?
9. Dynamic Process
10. Both substantive & procedural
11. Objectivity – i.e. should be based on statistical and community research (and in terms of time, space, & people served)
12. Futuristic
13. Flexible – to allow for possible changes in the future; should not be too rigid or standardised



Characteristic Features of Planning

14. Integrates remedial action – scope for monitoring & evaluation should be built-in from the beginning
15. Participatory – inter/intra-organisational; should involve all the functionaries and stake-holders involved; client as well as non-client groups
16. All encompassing – integrated with all phases of the administrative system
17. Both dependent & independent on/of Resource
18. People oriented
19. Takes into consideration the strengths and weakness of the organisation (SWOT Analysis)



Characteristic Features of Planning

- 20. Communicable : i.e. simple enough to be interpreted easily to the staff and to the public
- 21. Exhaustive: though simple, it should be exhaustive and self-explanatory
- 22. Progressive : i.e. it should be designed to improve, strengthen or focus the service in such a way that each planning point leads to improvement of performance or sharpens relationship to needs
- 23. Integrated and Ecological Approach

Specific challenges non-profit organisations face with planning



- **Complex goals for changing society**, which are difficult to specify and measure exactly, or have different meanings for different stakeholders.
- **Different or conflicting values and expectations** among the different groups involved.
- **Different stakeholders that may have different needs**, interests and concerns and therefore believe they have different priorities.
- **Difficulties in measuring achievements**. It is often difficult to find completely objective ways of measuring what has been achieved.

Specific challenges non-profit organisations face with planning



- Non-profit organisations often need to give as much attention to **choosing the best way (or the means)** of achieving goals as to the goals (ends) themselves.
- The connection between the **effectiveness of our services** and the resources we get is weak or non-existent.
- The success of **our work often depends on other organisations or people**. Non-profit organisations often can't achieve effective results on their own.

Common problems arising from ineffective planning



- **Understanding**: Different people may understand the Plans differently
- **Perception**: Different people have different perceptions of what successful achievement means
- **Outcome**: It is not clearly agreed who should mainly benefit from our work
- **Relevance**: Things change and the plans no longer seem relevant (reaction then is by way of adhocism and un-strategic ways)

Common problems arising from ineffective planning



- **Difficulties**: Success can be affected because of the complexity of goals and the number of other groups and circumstances that can affect our success
- **Stress on non-issues**: We are not able to say what we have achieved, only what we have done.
- **Excuses & Blame-game**: Different understandings of why we adopted specific approaches and what we were intending to achieve mean that learning is limited.

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THANKS

