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3. SMART OBJECTIVES

Provide one Long Term OUTCOME-ORIENTED SMART OBJECTIVE that is associated with the Goal you have stated above. In addition, provide at least one other Objective - either an Output or else a Short or Intermediate Term Outcome. Be sure that your objectives are Specific – Measurable – Achievable – Relevant – Time-bound.

Long Term Outcome SMART Objective:

Process-Oriented SMART Objective 1 – Output or Shorter Term Outcome Measure:

Process-Oriented SMART Objective 2:

4. MISSION STATEMENT

Use these spaces to provide your current and proposed mission statements – the latter in light of the plan to engage more fully with the commercial medical sector and of an introspective look at what constitutes an effective statement.

The current mission of [list name of CBO]:

The proposed new mission of [list name of CBO]:

5. INTERNAL ASSESSMENT: GAP ANALYSIS

List the “gaps” associated with your goal of successful partnerships. A gap is the difference between what is required for successful fulfillment of your goal and the current status for your organization. Select a total of between five and seven that fall into these three categories:

- 1. External Issues (For example lack of competitiveness, shallow relationships to date with the medical sector, lack of complementors, etc.)**

Description of Current State - External	Description of Required Future State - External
1.	
2.	
3.	

5. INTERNAL ASSESSMENT: GAP ANALYSIS

2. Internal: Inadequate, insufficient or inappropriate requisite resources (For example – financial constraints, infrastructure, staffing, etc.)

Description of Current State - Resources	Description of Required Future State - Resources
1.	
2.	
3.	

5. INTERNAL ASSESSMENT: GAP ANALYSIS

3. Internal: Poor, ineffectual and inadequate processes and systems (For example – governance, HR systems, IT systems, financial systems such as costing, pricing etc.)

Description of Current State - Systems	Description of Required Future State - Systems
1.	
2.	
3.	

6. CAUSE ANALYSIS

- Summarize the 5- 7 Gaps you have identified in the Section 5, above, and place the summaries in the first column below.
- Next, list the underlying PRINCIPAL CAUSES that have resulted in each of the problems your team has identified.
- In the third column, rate the degree of influence each cause has on the problem using a 1 – 5 scale.
- Finally, in the last column estimate the degree to which you think you can address the cause using a 1 – 5 scale, where 5 is highly addressable and 1 is outside your control.

Gap – Problem Area (From Section 5)	Principal Causes	Degree of Influence (1 – 5)	Degree of Addressability (1 – 5)
1.	a. b. c.		
2.	a. b. c.		
3.	a. b. c.		

Gap – Problem Area (From Section 5)	Principal Causes	Degree of Influence (1 – 5)	Degree of Addressability (1 – 5)
4.	a. b. c.		
5.	a. b. c.		
6.	a. b. c.		

Gap – Problem Area (From Section 5)	Principal Causes	Degree of Influence (1 – 5)	Degree of Addressability (1 – 5)
7.	a. b. c.		

7. PROJECT STATEMENT, GOALS & OBJECTIVES

Now that you have identified the principal causes of the problem areas (Gaps), it is time to identify the manner in which you intend to address each. Consider each project as the solution to a particular service gap or weakness. You will undertake multiple projects in this program, which collectively should enable you to achieve the Goal of the Linkage Lab Program.

State your chosen Project below for each Gap or Problem that you have decided to address, develop a GOAL statement, a PROCESS-ORIENTED SMART OBJECTIVE and an OUTCOME-ORIENTED SMART OBJECTIVE. Your Goal may sound like a re-statement of your Solution – that is OK. Be sure that your Objectives are Specific – Measurable – Achievable – Relevant – Time-bound. Also, make sure your Objectives include the date by which it will be achieved.

PROJECT STATEMENT (SOLUTION) FOR PROBLEM #1:

GOAL:

Process-Oriented SMART Objective:

Outcome-Oriented SMART Objective:

7. PROJECT STATEMENT, GOALS & OBJECTIVES

PROJECT STATEMENT (SOLUTION) FOR PROBLEM #2:

GOAL:

Process-Oriented SMART Objective:

Outcome-Oriented SMART Objective:

PROJECT STATEMENT (SOLUTION) FOR PROBLEM #3:

GOAL:

Process-Oriented SMART Objective:

Outcome-Oriented SMART Objective:

7. PROJECT STATEMENT, GOALS & OBJECTIVES

PROJECT STATEMENT (SOLUTION) FOR PROBLEM #4:

GOAL:

Process-Oriented SMART Objective:

Outcome-Oriented SMART Objective:

PROJECT STATEMENT (SOLUTION) FOR PROBLEM #5:

GOAL:

Process-Oriented SMART Objective:

Outcome-Oriented SMART Objective:

7. PROJECT STATEMENT, GOALS & OBJECTIVES

PROJECT STATEMENT (SOLUTION) FOR PROBLEM #6:

GOAL:

Process-Oriented SMART Objective:

Outcome-Oriented SMART Objective:

PROJECT STATEMENT (SOLUTION) FOR PROBLEM #7:

GOAL:

Process-Oriented SMART Objective:

Outcome-Oriented SMART Objective:

8. ACTION PLANS

For each Project create an ACTION PLAN that will allow you to achieve your stated Goal and Objectives. You will need to replicate this ACTION PLAN template for each Project. You may add and delete lines when developing your ACTION PLANS.

Project: _____

Action Step	Duration	Precedence Order	Person Responsible	Status
1				
2				
3				
4				
5				
6				
7				
8				

9					
10					
11					
12					
13					
14					
1	9. MONITORING & EVALUATION PLAN				

Create a brief summary of how your team will monitor and evaluate the implementation of your plan. Issues to be addressed in the summary should include:

- How will data be collected? Who will be responsible for data collection? How frequently will it be collected?
- How often will data be reported? To whom and in what format will it be reported?
- What resources will be used or required to support monitoring and evaluation of your plan?
- How will this monitoring and evaluation be linked with other monitoring and evaluation your team is doing?

The table below should be used as a template for monitoring and reporting on progress in implementing your plan and achieving key targets. Additional data will also be collected as part of your M&E efforts.

		Baseline	5/1/16	10/1/16	5/1/17	Target
1	P	<i>Insert <u>Process</u>-oriented SMART Objective</i>				
	O	<i>Insert <u>Outcome</u>-oriented SMART Objective</i>				
2						

	P						
	O						
3	P						
	O						
4	P						
	O						
5	P						
	O						
6	P						
	O						
7	P						
	O						

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