SR 890-42: DSL Action Research Project Prospectus (Fall 2024, Subterm A)

Organizational Development for Social Change

Assignment 3: Ethical Considerations and Intervention Design

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**Designing The Intervention Plan**

In the initial phase below, I began by conducting a comprehensive analysis of my organization's internal strengths and weaknesses, as well as the external opportunities and threats. This type of assessment is often referred to as a "SWOT" analysis. I will take it as essential to take into account external factors such as the specific needs of the community and the overall economic conditions, as well as the internal capabilities and resources of the organization.

**GSO SWOT Analysis**

**GSO's Internal Environment**

Strengths

* Leaders volunteer motivation to the community.
* Leadership: Strong faith and hope in God
* Leaders devoted and committed to the vision of GSO
* The community itself is available and open to receiving our training and support.

Weaknesses

* Lack of financial resources
  + Volunteers rewarding programs
  + Inadequate funding
  + Small volunteer base
  + Poor record-keeping
  + Inconsistent communication or inadequate publicity
  + Lack of financial stability
  + Small staff with skill gaps
  + Poor reputation in the government
  + Lack of equipment and facilities
  + Lack of proper advocacy for the widowed against their oppressors due to lack of legal representatives.
  + Meeting the basic needs of the poor and needy

**GSO's External Environment**

Opportunities

* Available government programs and resources
* Ease of access to the vulnerable and less privileged
* Local church support and partnerships
* A greenhouse for low-cost food and vegetables creates employment for the locals.
* Office structures to provide resources, including food banks
* Technical Training Center to train youth on technical skills for quick income
* Orphanages to accommodate more homeless orphanages and abused children

Threats

* Culture beliefs
* Pandemics and illness to stakeholders
* High illiteracy leads to ignorance
* High standards of living (inflation)
* Climate change leading to food insecurity
* Nationwide corruption leads to a lack of access to recourse.

In a biblical context, social change often revolves around principles and interventions rooted in scripture and the teachings of Jesus. Here are some interventions that the GSO fraternity would use:

1. Community and Fellowship: The Bible emphasizes the importance of community in fostering growth and change. [Ephesians 4 highlights how the church plays a crucial role in personal and communal](https://www.biblicalcounselingcoalition.org/wp-content/uploads/2017/06/2017_07-Biblical_Counseling_in_Community.pdf) transformation.
2. Biblical counseling: This involves providing guidance based on biblical principles to address personal and social issues. [It includes teaching, admonishing, and encouraging individuals to live according to God’s](https://ibcd.org/wp-content/uploads/2016/04/maxham.general-principles-of-biblical-counseling-2.pdf) word.
3. Service and compassion: Acts of service and compassion are central to biblical teachings. Jesus’ ministry was marked by healing, feeding the hungry, and caring for the marginalized, setting an example for social change through love and service.
4. Justice and Advocacy: The Bible calls for justice and defending the rights of the oppressed. Prophets like Isaiah and Amos spoke out against social injustices, urging people to act justly and love mercy.
5. Education and Discipleship: Teaching and disciplining others in the ways of Christ is a powerful tool for social change. This involves not only imparting knowledge but also modeling Christ-like behavior. Therefore, these interventions aim to transform individuals and communities by aligning actions and attitudes with biblical teachings.

GSO is to also develop a culture of clarity to develop this strategic planning to point out and to corporate strategy as transparent as it can be and well understood; it will allow information to flow fluidly throughout the organization, reducing the lag between strategy and execution. As one of our strengths is our committed Key Performance Indicators (KPI), along with the guidance from our strategy execution guide, we've got a starting point for creating, deploying, and executing a strategy.

As GSO organization leader and founder, part of my strategic plan, I will begin by conducting a thorough SWOT analysis to identify the strengths and weaknesses of my nonprofit organization, as well as the external opportunities and threats. This analysis will encompass a comprehensive review of external factors such as community needs and the economic outlook.

## **Purpose and Objectives**

## **Purpose:** The main purpose of my organizational development is to put in place all the needed resources, including human capacity, to raise the standard of the most vulnerable in our communities. When the organizational structure is in place, the GSO fraternity will be in the rightful place to change lives

**Objectives:** First and foremost goals according to Lab N.L.

**1: Acquire new donors**

Specific: I aim to increase our donor base by 30% over the next 12 months by enhancing our donation page experience and implementing more secure payment processing."

Measurable: We’ll track the number of donation page conversions to determine the effectiveness of improvements.

Achievable: Based on our donation page’s current state, it should be possible to accomplish this goal with the right improvements.

Relevant: Attracting new donors is key to the long-term success of our nonprofit.

Time-bound: We’ve established a timeframe of 12 months. Providing a concrete timeframe makes planning easier and provides an end date to work toward.

### **2. Expand social media followers**

Specific: Increase our total number of social media followers by 25% within the next six months by implementing targeted content strategies, engaging with commenters daily, and working with influencers and other relevant organizations in the sector.

### **3. Boost Email Sign-Ups**

* Specific: Increase our number of email sign-ups by 35% over the next six months by creating high-quality resources, using email marketing tools to manage campaigns, and promoting email subscriptions across all social media channels.
* Measurable: We’ll use analytics tools to track and monitor the number of signups.
* Achievable: Aiming to increase email sign-ups by 35% over six months is an achievable target.
* Relevant: Growing email sign-ups is an important means of promoting our nonprofit and encouraging regular donations.
* Time-bound: The goal has a 24-month deadline to achieve the 35% increase in email sign-ups.

### **4. Increase website traffic**

* Specific: Increase website traffic by 30% within the next 12 months by using SEO best practices and Google ads to improve organic search rankings.
* Measurable: We’ll use Google Analytics to track monthly website traffic. This tool can set up specific metrics to measure traffic sources, such as organic searches or social media referrals.
* Achievable: This goal is feasible through the methods we’ve outlined.
* Relevant: Increasing website traffic is essential for our nonprofit to raise awareness about its cause and achieve its mission more effectively by reaching a wider audience.
* Time-bound: The goal has a timeframe of 12 months.

### **5. Recruit More Volunteers**

* Specific: Increase our number of active volunteers by 40% within the next two years.
* Measurable: We’ll use volunteer management software to monitor volunteer engagement, hours contributed, and retention rates.
* Achievable: We can achieve this goal through recruitment strategies such as targeted social media outreach, email campaigns, and community events
* Relevant: Volunteer recruitment is crucial for our nonprofit to enhance its capacity to deliver programs and services, reach more beneficiaries, and achieve its mission effectively.
* Time-bound: This goal has a clear deadline of two years.

**The specific objectives we aim to achieve.**

1. Stick to the GSO mission, vision, and core values: According to Rosnerova, Z., & Hraskova, D. (2020). Management of non-profit organizations. The non-profit organization must first respect its mission, which is the reason the non-profit organization originated. The whole existence of a non-profit organization must follow its mission during its "life." The management of the non-profit organization, which is responsible for the functioning of the non-profit organization and the results it achieves in the given market,
2. Inspiration: The processes of inspiration (breathing in) and expiration (breathing out) are vital for providing oxygen to tissues and removing carbon dioxide from the body. Inspiration occurs via the active contraction of muscles, such as the diaphragm, whereas expiration tends to be passive unless it is forced.
3. Motivation: According to Jeremy Sutton, Ph.D. (2024),

Motivation plays a crucial role in driving social change. Here are some key benefits:

* Increased Engagement: Motivation encourages individuals to actively participate in social movements and initiatives, leading to greater collective action and impact.
* Sustained effort: Motivated individuals are more likely to persist in their efforts, even when faced with obstacles or setbacks. This persistence is essential for achieving long-term social change.
* Innovation and Creativity: Motivation fosters creativity and innovation, as people are driven to find new solutions to social issues. This can lead to more effective and sustainable change.
* Empowerment: When people are motivated, they feel empowered to make a difference. This sense of empowerment can inspire others and create a ripple effect, amplifying the impact of social change efforts.
* Improved Well-being: Engaging in meaningful social change can enhance personal well-being and satisfaction, as individuals feel a sense of purpose and accomplishment.

**Sociological theory**

Through my learning from research, I've realized that understanding social change is crucial for informing my interventions. By delving into the evolution of social institutions, societal structures, and behaviors, I can better grasp the underlying forces driving change in society. This knowledge helps me tailor interventions that address specific societal needs and anticipate the potential impacts on various aspects of society, such as economics, politics, culture, and demographics. It's through this understanding that I can develop more effective strategies for fostering positive social change, also considering modernization ways that fit the 21st century way of thinning as the world is rapidly growing. The aspect of modernization according to changes that accompany modernization by Tauya R. Forst and Richard J. Forst in their book states that modernization is a loss of traditional ways of thinking. This allows a society to be more creative and to abandon old ways that may no longer be appropriate. However, it also means a weakening or even ending of the traditions that helped define the society and gave it a sense of identity. Modernization is the growth of individual freedom and autonomy. As societies grow, become more impersonal, and lose their traditions and sense of community, their norms become weaker, and individuals thus become freer to think for themselves and to behave in new ways.

## **Faith-Based Considerations**

The point, according to Wright, is that these are the characteristics and virtues that we’ll need to serve as rulers, kings, and priests to God in the Life to Come. Our task, then, is to start practicing these virtues as best we can in our contexts. Social change in the broadest sense is any change in social relations. Viewed this way, social change is an ever-present phenomenon in any society. A distinction is sometimes made between processes of change within the social structure, which serve in part to maintain the structure, and processes that modify the structure (societal change). In Wright’s hands, the calling of Abraham was a way of keeping God’s mission on track using one family who would reveal God to the nations. Wright sums up Israel’s faith as a combination of monotheism, election, and eschatology. Each of those terms is a compact summary of Israel’s witness to the world: there is only one true God; He has chosen a people for Himself through whom He will accomplish His purposes for the world; He will bring a good and just end to time and history.

When Israel falters through covenant unfaithfulness, the mission of God for the world appears to be in jeopardy. Each key office falls short of its design: the priesthood is tainted by its vigilante. justice at the end of the book of Judges; the kings are corrupted by idolatry, which in turn results in a divided kingdom; the prophets seem to have forgotten the call for all nations to repent, as represented by Jonah’s unwillingness for Nineveh to be saved. The next step, for me according to Wright, is to spend some time thinking hard about what it means to live with an ethic of *faith, hope, and love* on a day-to-day basis, what are the different frameworks and definitions of faith, hope, and love, and how to apply them in both interpersonal, societal, professional, religious, and secular contexts.

*Why Christian Character Matters,* according to Wright's central argument is that the key goal for Christians in this life is to develop the character and virtues that are needed to enable their eschatological vocation: to act as “priests and rulers, summing up the praises of all creation and exercising authority on behalf of God and the Lamb” in the New Jerusalem of the Life to Come. Wright continues that God brings out gifts into our lives, much the same way that fruit appears in an orchard—things like affection for others, exuberance about life, and serenity. We develop a willingness to stick with things, a sense of compassion in the heart, and a conviction that a basic holiness permeates things and people. We find ourselves involved in loyal commitments, not needing to force our way in life, and able to marshal and direct our energies wisely.

## **Target Group/Issue**

## In Kenya, mostly in the rural areas, it has been observed that women who have children and are widowed are vulnerable to sex with any man who can provide a single meal for the day for her kids, young girls, women with special needs kids, widowed, and abled differently. These women can do anything to place a meal on the table, and for that reason, there are high chances of contracting HIV/AIDS. HIV/AIDS also causes impoverishment when working-age adults in poor households become ill and need treatment and care because income is lost when the earners are no longer able to work. Expenditures increase due to medical care costs. Poor households often expand their savings and lose their assets to purchase medical care for sick members. Assets may have to be sold when many households face the same need, and in such distress, sales are often ill-timed and at a loss. Productivity can be drastically reduced even when assets are preserved; for smallholder farmers, this can be due to a shortage of workers with the necessary physical attributes. Physical labor may be the only productive asset available to the extremely poor in the informal and rural sectors—and it is also the one they can least afford to lose.

## **Strategies and activities to combat poverty in rural Kenya**

Durable changes in behavior are difficult to achieve, but if such changes are realized, they can have a large impact on reducing the transmission of HIV.

Impact 1: Reduction of HIV prevalence in the general population (HIV Prevention)

* Get involved in advocacy to increase the number of health facilities offering VCT services.
* Development of minimum service provision for key populations and vulnerable groups.
* Modern family planning methods will be provided to PLWHAS in health facilities to decrease vertical transmission of HIV.
* Medical doctors and nurses will be trained in district hospitals, and male circumcision (MC) services will be provided.
* Improve HIV control and increased treatment compliance of the PLWHAS using health department resources
* Ensure that key populations are reached by a minimum package of services for prevention, care, and treatment by partnering with government agencies and other non-profit organizations
* Reduce the risk of developing complications due to these diseases and further burden on curative health care services caused by HIV.
* Impact 2: Improve economic status and social and economic protection of the PLWHAS
* People will be screened for HIV, and positive ones will be put under treatment.
* The PLWHAS, together with other vulnerable people, will be grouped into associations and trained to be developed in cooperatives and internal saving/lending groups.
* Entrepreneurship will be developed among people infected or affected by HIV who will be trained on developing business plans for small income-generating activities.
* Some funds will be allocated to support associations in IGAs as startup capital.
* Reduction of poverty and improvement of nutrition and good diet to the residents.
* Impact 3: Reduce stigma and discrimination towards people infected or affected by HIV.
* Some manuals, tracks, and stickers with a focus on the rights of the PLWHAS will be developed to help them prevent the violation of their rights.

## **Resources and strategies needed to improve society:**

## Education and Training: Improving access to quality education and vocational training can equip individuals with the skills needed for better job opportunities. This includes expanding educational infrastructure, providing scholarships, and enhancing teacher training programs.

## Healthcare Services: Ensuring access to affordable and quality healthcare is crucial. This involves increasing healthcare facilities, improving maternal and child health services, and expanding vaccination programs.

## Economic Opportunities: Promoting entrepreneurship and small businesses through microfinance, grants, and training can help create jobs and stimulate economic growth. Additionally, investing in sectors like agriculture, technology, and manufacturing can provide more employment opportunities.

## Social Protection Programs: Expanding social safety nets such as cash transfers, food assistance, and unemployment benefits can help protect the most vulnerable populations from falling deeper into poverty.

## Infrastructure Development: Improving infrastructure, including roads, electricity, and water supply, can enhance connectivity and access to markets, which is vital for economic activities.

## Gender Equality: Addressing gender disparities by empowering women through education, healthcare, and economic opportunities can significantly contribute to poverty reduction.

## Governance and Policy Reforms: Strengthening governance, ensuring the rule of law, and implementing effective policies can create a conducive environment for sustainable development.

## International Cooperation: Collaborating with international organizations and donors can provide the necessary financial and technical support to implement poverty reduction programs. These strategies, when implemented effectively, can help drive social change and significantly reduce poverty in Kenya.

**Timeline & Resourcing the Strategic Plan 2024-2028**

The founder and board members, under the leadership of the chairman and board treasurer, will play a part in steering the organization toward a sustainable future and will aggressively look for partnerships and collaborations and lead resource mobilization efforts for the organization, such as

* The director and the board members of GSO, the secretary, activity coordinators, and department managers
* Training and education to the stakeholders
* Financial stability
* Vehicles
* Training materials
* physical office and office supplies
* Volunteers
* partnerships

## **Anticipated Challenges**:

## Succession Planning: Struggling to be heard above the digital media noise

## Searching for sustainable revenue streams, I will face this challenge by word of mouth to friends and organizations like churches.

## Looking for more ways to connect with successful organization partners who will help our organization grow and mobilize our supporters.

## Donor retention is a challenge that we will overcome by thanking the one-time and regular donors and updating them with photos of events that have been impacted by their gifts.

## Leveraging technology is one of the challenges that can be overcome by appointing talented, responsible individuals in IT to update the social media platforms and keep it floating and engaging

## Economic uncertainty as a challenge can be overcome by engaging with all involved to be aware of involving their friends, family members, colleagues, and churches.

## Fundraising events are one of the biggest challenges, and finances are the main drive towards effectiveness. This challenge will be overcome by using media platforms, word of mouth, handouts, and business cards with information on what we do to change lives.

## Donor communication and engagement as challenges will be overcome by announcing business day for accountability and updates.

## **Measuring Success will include these principles**

## GSO's success will be measured by how well our stakeholders adhere to this subject, which will involve cultural sensitivity. I mentioned above about creating an organizational culture that addresses every detail of our core values and beliefs and will discuss how we will address potential biases in our organization's approach and analysis. The GSO organizational culture will include our values, mission, and vision. This will eliminate any biases. It will be based on

## **Adherence to Professional Ethics** by Living and serving with all our core values, mission, and vision of GSO, including privacy and confidentiality of data, all that will be covered in our GSO organizational culture

## **Respect for Persons**

## By making sure that the GSO fraternity is Providing opportunities for people in organizations to influence how they relate to the affected and infected communities, the organization, and the environment. Treating each human being as a person with a complex set of needs, all of which are important in his service and his life. Attempting to create an environment in which it is possible to find exciting and challenging work of serving. Treating each human being as a person with a complex set of needs, all of which are important in our calling to serve, as we regard God highly in our lives. Seeking to increase the effectiveness of the organization in terms of all of

1**. Participation, involvement, and empowerment**

This may be the most fundamental value we hold as GSO practitioners. We know that "people support what they help create." Therefore, we encourage our clients and stakeholders from all angles—race, and color—to see the benefit of involving all organizational members in decision-making and change processes as appropriate.

**2. Teamwork**

Providing opportunities for people to function as human beings rather than as resources in the community development process. Fight stigma and discrimination in our communities through training and seminars. working together in the spirit of "we" rather than "they, them, I, mine," just to mention a few.

**3. Commitment and Integrity**

Providing opportunities for each organization member, as well as for the organization itself, to develop to its full potential. Seeking to increase the effectiveness of the organization in terms of all of its goals. Attempting to create an environment in which it is possible to find exciting and challenging services. Focusing on the tasks, reaching out to the community with the humility of heart.

its goals, vision, and mission by meeting the needs of the target group.

**5. The importance of groups and teams**

Organizations are made up of a variety of formal and informal groups and teams. Therefore, we encourage clients to recognize the norms and beliefs that come along with these structures to help those groups and teams contribute most effectively to the organization.

**6. Growth, development, and learning**

As GSO practitioners, we have an optimistic view of people and teams. Therefore, we believe that our work with organizations should help people learn the skills needed to navigate change in the future.

**7. Valuing the whole person**

To help individuals maximize their potential in an organization, we respect that people are complex. Therefore, we work hard to understand individuals have diverse needs, skills, and feelings and respect those differences in our work with them.

Therefore, dialog and collaboration have to be in place for the effectiveness of GSO's success and greater outcomes. Conflict is inevitable in teams and organizations. Therefore, we believe in using dialogue to address conflict in a healthy, open manner to move past the dysfunction that suppressed conflict can create, and so my success I consider myself a high emotional intelligence leader when it comes to diversity, which means that I can recognize feelings, what they mean, and how they can impact others. Leaders with high emotional intelligence can utilize their emotions appropriately to influence positive outcomes. Emotional awareness means that I will

* Observe how I react to people. I need to not rush to judgment before I know all of the facts. Look honestly at how I think and interact with other people. I will try to put myself in their place and be more open and accepting of my perspectives and needs.
* Look at my work environment.
* Do a self-evaluation.
* Examine how I react to stressful situations.

Taking responsibility for my actions. To my understanding, this is a must-have skill for leaders, as it helps them effectively manage teams without causing rifts or conflicts. Leaders can get the most out of their workplace teamwork and adapt their leadership style as needed to accommodate teamwork with different personalities. Emotional intelligence will allow leaders to evaluate others' opinions and hypothetically place them into the plan and see if they fit in. To my understanding, this is a must-have skill for leaders, as it helps them effectively manage teams without causing rifts or conflicts. Leaders can get the most out of their workplace teamwork and adapt their leadership style as needed to accommodate teamwork with different personalities. Emotional intelligence will allow leaders to evaluate others' opinions and hypothetically place them into the plan and see if they fit in.

Summarizing this research project and exploring, I have come to agreement terms with N.T. Wright, as prominent theologian and scholar as he is, who has extensively explored the integration of sociology and faith. His work emphasizes that understanding the social context is crucial for a comprehensive grasp of faith and its implications. Wright argues that faith is not just a private, individual experience but is deeply embedded in social structures and practices.

Summarizing this research, I agree with Wright's faith integration for social change. Wright often highlights the following points:

1. **The interconnectedness of Faith and Society**: Faith shapes and is shaped by societal norms, values, and institutions. Understanding this interplay is essential for a holistic view of both sociology and theology.
2. **Role of Community**: The community plays a vital role in the expression and development of faith. Social interactions and communal practices are central to religious life.
3. **Ethical Implications**: Integrating sociology and faith brings to light the ethical dimensions of social issues. It encourages a faith-based approach to addressing social injustices and promoting the common good.
4. **Holistic Understanding**: A combined approach will provide a more comprehensive understanding of human behavior and social dynamics, enriching both sociological and theological perspectives.

**Confidentiality and privacy equal accountability.** We, as GSO, will keep all content of individuals and families confident and just for internal use. We as GSO are accountable for our actions and decisions, primarily to the community we serve and also to our funding agencies, the government, staff and volunteers, members, partner organizations, and the public at large.

**Avoiding harm** falls into accountability and truthfulness, which means ensuring that the project will actively avoid causing harm, including steering clear of iatrogenic interventions that inadvertently cause more problems or dependencies. We are to be truthful in our dealings with our donors, project beneficiaries, staff, members, partner organizations, government, and the general public. Any information given out should be accurate, whether regarding itself and its projects or regarding any individual, organization, project, or legislation it opposes or is discussing. We must be strongly opposed to, and not a willing partner to, corruption, bribery, and other financial improprieties or illegalities.

## **Cultural Sensitivity.** Since GSOs have a culture within their organizations, we will learn how to create bridges rather than destroy barriers between different groups. The mission statement, customs, regulations, physical design, and narratives all contribute to a GSO's culture.

## **Addressing and Disclosing Biases**

## According to [Cristina M. Gonzalez](https://pubmed.ncbi.nlm.nih.gov/?term=Gonzalez%20CM%5BAuthor%5D), MD, MEd, Professor of Medicine, [Monica L. Lypson](https://pubmed.ncbi.nlm.nih.gov/?term=Lypson%20ML%5BAuthor%5D), MD, MHPE, and [Javeed Sukhera](https://pubmed.ncbi.nlm.nih.gov/?term=Sukhera%20J%5BAuthor%5D), MD, PhD, Associate Professor 2021, a safe learning environment is paramount to teaching and learning about emotionally charged topics such as implicit bias. Learners and facilitators need to work together to create a learning environment with safety and room to grow—a “safe but brave” learning environment, quoting Sotto-Santiago et al. 2020. Ground rules must be set to ensure confidentiality; learners must have the psychological safety to grapple with challenging concepts and minimize fear of being labeled as racists (for example) if they struggle while articulating their thoughts

**Transparency**: GSO is to be transparent in our dealings with the government, the public, donors, partners, beneficiaries, and other interested parties, except for personal matters and proprietary information. Except as needed to protect human rights, GSO's basic financial information, governance structure, activities, and listing of officers and partnerships shall be open and accessible to public scrutiny, and we have to make an effort to inform the public about its work and the origin and use of its resources.

## **Site Permission**

## The Kenyan Department of Health has granted GSO site permissions because we serve the most vulnerable members of our communities and those living with HIV/AIDS. Because the stakeholders have trusted us for a long time, we conduct interviews with them.

# **Delivery and Evaluation Plan**

# **Framework and Coordination For Delivery Of The Plan**

# The following implementation and governance structures will be put in place to actualize this strategic plan for GSO. They include internal and external coordination and execution mechanisms for effective, efficient, and timely implementation of objectives and activities described in the strategic plan.

Logistics coordinator Graphics designer

Events Coordinator Social media handler

Nutrition specialist

| To Improve access to basic services to the most vulnerable | | | |
| --- | --- | --- | --- |
| STRATEGIES | ACTIVITIES | EXPECTED RESULTS | RESPONSIBLE |
| Training Programs for internal & external stakeholders  Support to kids (school fees to | * Conduct a needs assessment at the home level; refine the needs assessment form * Reach out to the group leaders/chiefs/local authorities to identify the beneficiaries * Admission into the GSO database | * 35 needs assessments done per year * At least 25 going school children supported at end of 5 years | Programs Team Leader |
| Feeding Program | * Organize feeding events for every region involved | * 1 feeding event per region per year targeting 1000 vulnerable families | Programs Team Leader |
| To enhance the Welfare of the vulnerable and impact their involvement in the community | | | |
| STRATEGIES | * ACTIVITIES | * EXPECTED RESULTS | * RESPONSIBLE |
| Communicate on Community Integration Activities | * Inviting families and friends to GSO social events (Adults and kids) * Inviting entrepreneurs and professionals to social events * Joint Sports and team-building activities | * 2 events are organized for 300 people every year * 20 entrepreneurs attend each year * 1 sports program each year | Programs Team Leader |
| Legal, counseling, and family therapy support  Advocacy | * Identify and list possible legal and counseling partners * Define and document the process of engaging counseling and legal partners * Legal engagement of partners as per documented guidelines * Representation of needy cases in court * Organize a counseling session in each GSO event from the panel of experts * Do referrals to the relevant institution depending on the needs | * 2 legal and 3 counselors added to the GSO panel of experts * Guideline document for engagement of legal experts * GSO represents 3 cases per year. * counseling session has been conducted at every GSO event | Admin Team Leader |
| Capacity Building | * Organize sex education and Hygiene training at every GSO event * Outsource and distribute hygiene care packages in schools * Identify business skills needs and conduct skills pieces of training per event * Support linkage to markets | * 300 most vulnerable trained per year * 400 Hygiene care packages distributed per school session * At least 3 skills training are offered per event * At least 1 product linked to the market per year | Program team Leader |
| To be a dynamic and sustainable organization for social change | | | |
| STRATEGIES | ACTIVITIES | EXPECTED RESULTS | RESPONSIBLE |
| Media and visibility | * Develop short clips and videos of success stories * Update website and social media | * 10 success story published on the website and social media sites every quarter | Media team Leader |
| Resource Mobilization | * Identify and develop potential business ideas (IGAs) for GSO (land purchase; farming; table banking). Juice making/value addition * Develop budget and proposal for funding of GSO activities | * 1 business idea generated and implemented by 2028 * At least Ksh. 2,000,000 mobilized from partners per year | CFO  CFO |
| Partnership and Networking | * Identify possible government programs financiers or partners for partnership with GSO activities | * Database of at least 10 potential partners updated annually | Finance/ Programs |

# **Strategic Partnership**

An analysis of stakeholders' expectations of GSOs was conducted in 2021 and summarized as follows:



# **Evaluation of Results**

**Monitoring, Evaluation, and Reporting**

Continuous monitoring and evaluation are essential for the successful implementation of this strategic plan. GSO will hold annual reviews and reflection meetings on the implementation of the 2024-2028 strategic plan and shall invite representatives from the different teams and departments to participate in the evaluation meetings.

The meetings will give key attention to:

1. The key result areas and objectives are being achieved and are still realistic.
2. The objectives are being achieved according to the timelines specified in the plan and indicate if the deadlines for completion should be changed.
3. Individual departments have adequate resources (money, equipment, facilities, training, etc.) to achieve the objectives.

**Resourcing the Strategic Plan 2024-2028**

The founder and board members, under the leadership of the chairman and board treasurer, will play a part in steering the organization towards a sustainable future and will aggressively look for partnerships and collaborations and lead resource mobilization efforts for the organization.

**Strategic Plan Budget Estimate**

| **Priority Area** | **Activity** | **Budget Estimate** |
| --- | --- | --- |
| To improve access to basic services for the most vulnerable.  Considering a food bank in a GSO facility.  Scholarship for most vulnerable kids | School Fees |  |
| * Feeding Program * Will appoint the most vulnerable families and kids who need a regular food basket twice a month * Well-bright kids to college & the less bright to technical colleges | TBD  TBD  TBD |
| To enhance the Welfare of the vulnerable and impact their involvement in the community | Social Events (2 per year) | TBD |
| Sports Events (1 per year) | TBD |
| Skills pieces of training: Business skills, Hygiene, Sex education | TBD |
| To be a dynamic and sustainable organization | Media Interactions | TBD |
| GSO Income Generating Activity | TBD |

# **Reflection**

GSO will be reaching out to different diversities for more interactive sessions with successful nonprofit organizations to learn different things and styles from different cultures. I will, as the founder, work on ways of engaging between our leadership and other non-profit organizations in interactions. Having that my organization is local and operating in the rural countryside, operated locally with local client segments, it is challenging to expand to other diversities unless we go out first. But! I know and believe this is a starting point of growth; it might take a longer or shorter period for expansion, but it will eventually affect and impact other locations domestically and internationally as well. GSO will be internationally known even in my absence. I therefore have a responsibility to train the millennials to prepare them for the future and to allow this accommodation to happen by creating opportunities through workshops and seminars. A long journey starts with the first step. A Chinese proverb says, “A Journey of a Thousand Miles Begins with a Single Step." This Chinese proverb means that a person must begin his or her journey to reach their goal or destination. It is a motivational proverb that expresses deep insight about determination and avoiding procrastination.

Since the start of the course, I have heard a dream of innovation: having an online training program as a school of ministry just for 'cross-cultural training and awareness' and more. focus on 'Emotional Intelligence' in Leadership, which can be a very broad topic to my understanding. Any available advice is very welcome! It is amazing how we learn things immediately and automatically through the immersion (head cognitive) style of human learning. God created humans to learn from what they see; we are always different, even at the level of individuality. The first thing when you immerse yourself is the need to want to know the other person or party. It had amazed me for a long time in the time of my ministry. I come from a big church organization in Kenya that was founded by Norwegian and Swedish people in Kenya. The organization is all over Kenya with more than ten thousand local churches and branches. The church is busy with conferences all year round about different cultures from all 46 tribes in Kenya. It's been a great learning experience for me. The first impression is how different cultures in our church organization dress differently, easily different things, and behaviors are different. So the immersion of cross-cultural learning is learned by immersion automatically but emotionally. I will therefore apply my long-lived experiences of cross-cultural and practically avail opportunities to immersion, starting with leadership. This kind of learning is cognitive; it stays with you.

**Conclusion**

Finally, Jesus was an agent of change; near the beginning of Jesus’ ministry, he entered a synagogue in Nazareth and read from the prophet Isaiah. He concludes by saying, “Today this scripture has been fulfilled in your hearing” ([**Luke 4:21**](https://www.biblestudytools.com/luke/4-21.html)). This is what Jesus said he fulfilled: “The Spirit of the Lord is upon me because he has anointed me to bring good news to the poor. He has sent me to proclaim release to the captives and recovery of sight to the blind, to let the oppressed go free, to proclaim the year of the Lord’s favor” ([**Luke 4:18**](https://www.biblestudytools.com/luke/4-18.html)–19 NRSV).

Listen to those words. Jesus says he came “to bring good news to the poor... proclaim release to the captives... recovery of sight to the blind... to let the oppressed go free.” If that’s not a cry for justice, I don’t know what is. Social Justice in the Stories of Jesus introduces readers to the parables of the New Testament while exploring how they relate to social justice, ethics, and key issues of modern society. Centering on themes of mercy, justice, and human dignity, this unique volume invites us as the church to reflect on the meaning of Jesus's parables both in their original setting and in the context of present-day moral and ethical challenges.

Finally, according to Ugboh, G. (2023), The Church and techno-theology: a paradigm shift of theology and theological practice to overcome technological disruption. This research by Ugboh stated that through the church, creative culture, and strategic planning, God is a creative being and the greatest creator of all time. He quotes Genesis; how we see Him call things into existence just by the spoken word of His mouth. After He formed Man in the Garden of Eden, he blessed him and commissioned him as a co-creative partner (Genesis 1:28). At creation, God gave man all the power to recreate, fill the earth, and subdue it. Unfortunately, there is a whooping shortcoming, a terrible gap in Christian theology regarding creative culture. Christian theology is slow to visualize scenarios that will infringe on its mission mandate and develop a creative repellant or launch back. The notion that God will “deliver us” from the hand of the wicked updates innovativeness in Christian theology of mission. In the past, he continues, some general overseers of churches preached that God did not support televisions in the members’ homes. Some criticized the use of private jets by Pastors. Others preached against technological development and transformation. Such pastors and preachers condemned everything on the internet (like many have criticized AI). For such preachers, any form of technology in the Church is a sin. Unfortunately, after misleading their parishioners, some pastors recounted their preaching and apologized to the members for deceiving them. The Church is the head of the creative culture, not the other way around. Scientists, technologists, and others are instruments in the hands of God. God is the potter, and we are the clay. If God uses clay to innovate and create new things, how can the Church not have adequate Theo to accommodate the present creative culture? (Isaiah 64:8; Jeremiah 18:1-4). Therefore, the Church should not see the proliferation of digital technology and AI as anti-Christian but as an opportunity to reach the world with the Gospel. Reciprocating technological innovations and O’Neil’s concept of “participative design,” the church and techno-theology recreate its gospel message using prevalent technology for present and future spiritual and societal transformation (O’Neil, 2018). Furthermore, the church can leverage the following for improved ministry, as Paul said: In 1 Corinthians 9:22, the Bible says, “To the weak I became weak, to win the weak. I have become all things to all people so that by all possible means, I might save some.” Younger generations of Christians embrace the rapid proliferation of technological and digital transformations. This situation exposes everyone to decontextualized, globalized information and culture. The world has indeed become a global village. The Church must take advantage of this global reality by developing a biblical theology to accommodate social transformation, technological and digital transformations and other scientific and technological innovations. Job captured this reality well when he said, “But ask the animals, and they will teach you, or the birds in the sky, and they will tell you; or speak to the earth, and it will teach you, or let the fish in the sea inform you. Which of all these does not know that the hand of the LORD has done this? In his hand is the life of every creature and the breath of all mankind." (Job 12:7–10 NKJV).

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