

# Planning, Program Development, and Evaluation

A HANDBOOK FOR HEALTH PROMOTION,  
AGING, AND HEALTH SERVICES

*Second Edition*

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## The 10-Step Planning Model

### STEP 1

#### MISSION STATEMENT: General Idea or Main Purpose

- This is usually based on a general observation, an obvious seen need or interest, or a need assessment result.

### STEP 2

#### Complete: Assessment and Evaluation of Organization, Inventory of Resources, and Review of Regulations and Policies

##### Internal Assessment

- Does the organization have the ability and resources to do the project?
- Does anyone care if the project is done, i.e., administrators or elderly recipients?

##### External Assessment

- Will the community accept and support the project?
- What are the government regulations affecting the project?
- What are the legal issues?
- Are there any zoning considerations?

##### Resources

- Money and finances
- Building space
- Personnel
- Equipment and materials
- Transportation
- Expertise
- Motivation and commitment
- Management audit
- Support for:
  - Organization
  - Community/consumer
  - Employees
  - Board
- Plan for evaluation process

##### Regulations and Policies

- What are the governmental limitations, restrictions, barriers, and requirements?
- What are the policy limitations, restrictions, barriers, and requirements?

### STEP 4

#### Need Assessments

- Identify the catchment area, the target group, the market—the group or population to be served.
- Complete a community assessment—assess and inventory existing community resources, services, and programs.
- Determine the type of need assessment method or approach—i.e., survey, focus groups, PRECEDE model, etc.
- Determine items to assess and items and issues to be covered by the need assessment.
- Develop a need assessment instrument.
- Develop need assessment methods and processes.
- Establish a training program for outreach workers/surveyors.
- Train outreach workers/surveyors to conduct the need assessment.
- Conduct the need assessment/survey.
- Analyze and assess the data and findings of the need assessment.
- Evaluate the importance of the results and write up findings.
- Determine results of the findings of the assessment of the community and its resources and programs.
- Identify gaps in services and programs, and identify need areas.

### STEP 3

#### Write Goals and Objectives

- For need assessments and feasibility studies

### STEP 5

#### Determine and Set Priorities

- What are the major gaps in existing services and programs?
- In addition to the gaps in services, what are the all-important identified needs for services and programs that your organization can provide?
- Make decisions, ascertain needs, set priorities.

### STEP 6

#### Writing Goals and Objectives

- Once a project is determined and approved by administration, goals and objectives are developed and written.

### STEP 7

#### Step-by-Step Activities and Procedures

- What needs to be done first? What needs to be done before other activities can take place?
- What items or processes need to be in place before others can start?

##### Pilot Projects

- Should a pilot project be developed and implemented prior to committing to a full-blown project? Is a pilot project a logical approach for the project at hand?
- Does the organization have the time and resources for a pilot project?
- Would a pilot project be a waste of time, money, and resources, and therefore it should not be considered? Would a pilot project be a good alternative, and should a pilot project be planned?

##### Some Things to Consider

- Purchase of equipment and supplies.
- Office space acquired and set up.
- Hiring of personnel.
- Agreements and contracts formally made.
- Legal aspects considered and dealt with.
- Budgets developed.
- Accounting and budget management systems developed.
- Policies and procedures set forth.
- Marketing and community education developed.
- Staffing and organizational structure, meetings, and reporting systems in place.
- Coordination, organization, supervision, and communication systems developed.
- Plans for growth, expansion, and development.
- Forms and paperwork processes developed.

### STEP 10

#### Evaluation and Feedback

- Are the objectives being met?
- Are the activities effective and efficient?
- Are timelines being met?
- Is there a regular formal evaluation system in place, and is it used seriously?
- Conduct impact evaluation and outcome evaluation.

### STEP 9

#### Implementation of the Project

- Make final preparations, and plan marketing, community education, an open house, and so on.
- Be sure all equipment, services, utilities, licenses, and permits are in place.
- Open the project or service.

### STEP 8

#### Develop Timeline Charts

- Create and develop Timeline charts from the step-by-step activities and other matters that need to be accomplished.

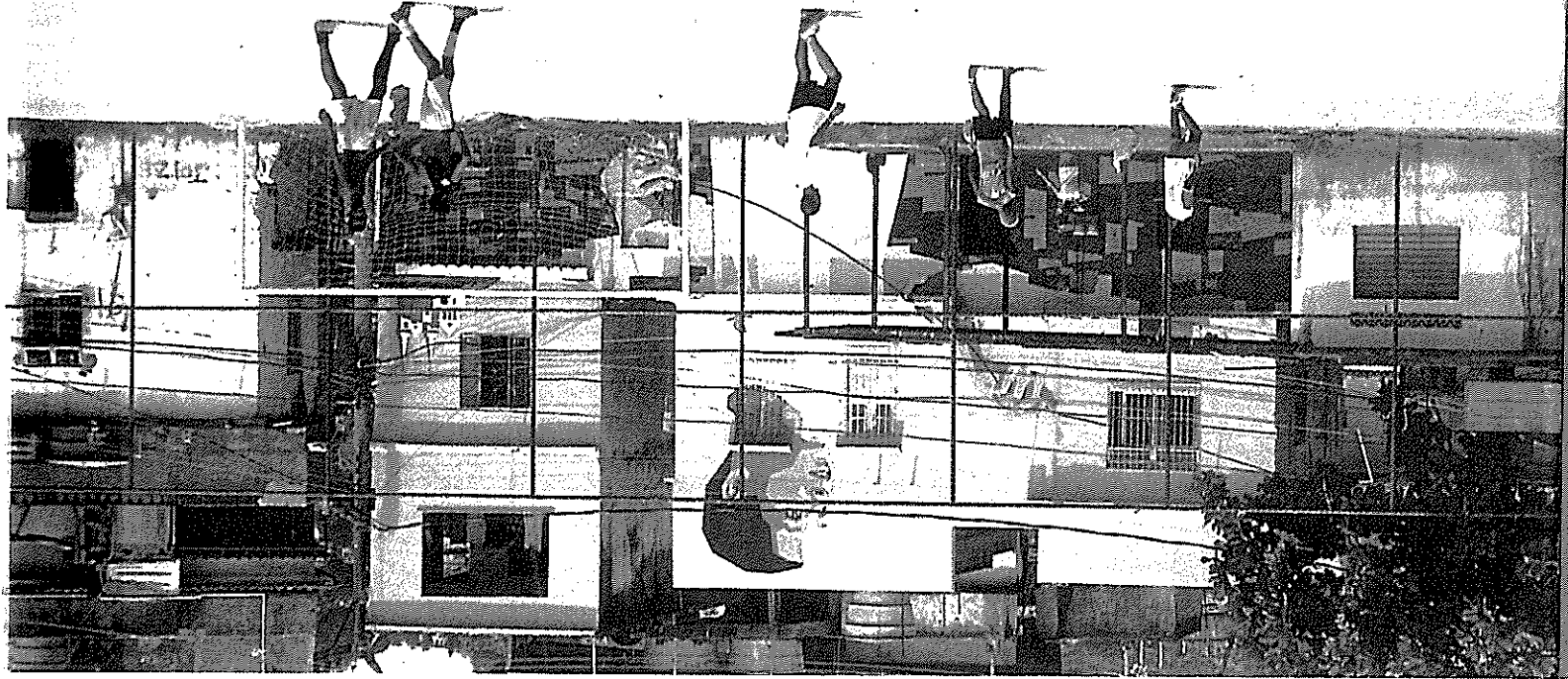
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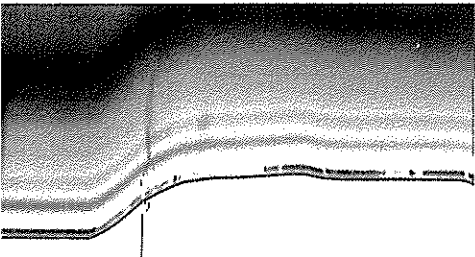
Manit International University of Art and Design



# Building Change from the Ground Up

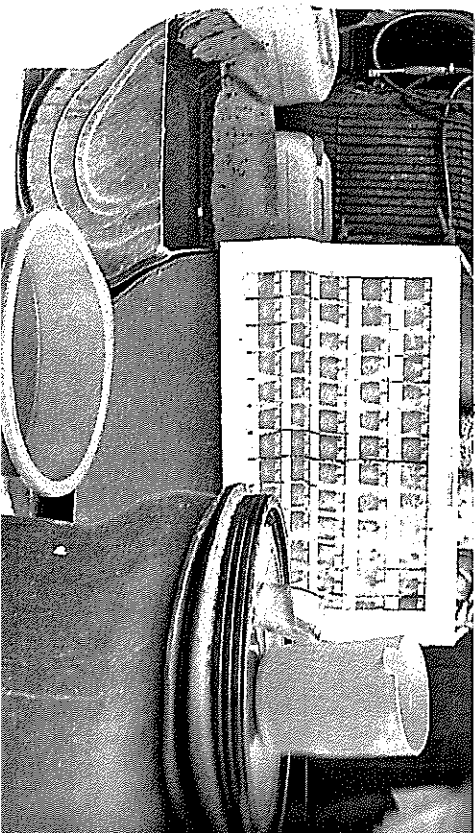
Edited by  
Architecture for  
Humanity





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 FUNDERS Students of BRAC University;  
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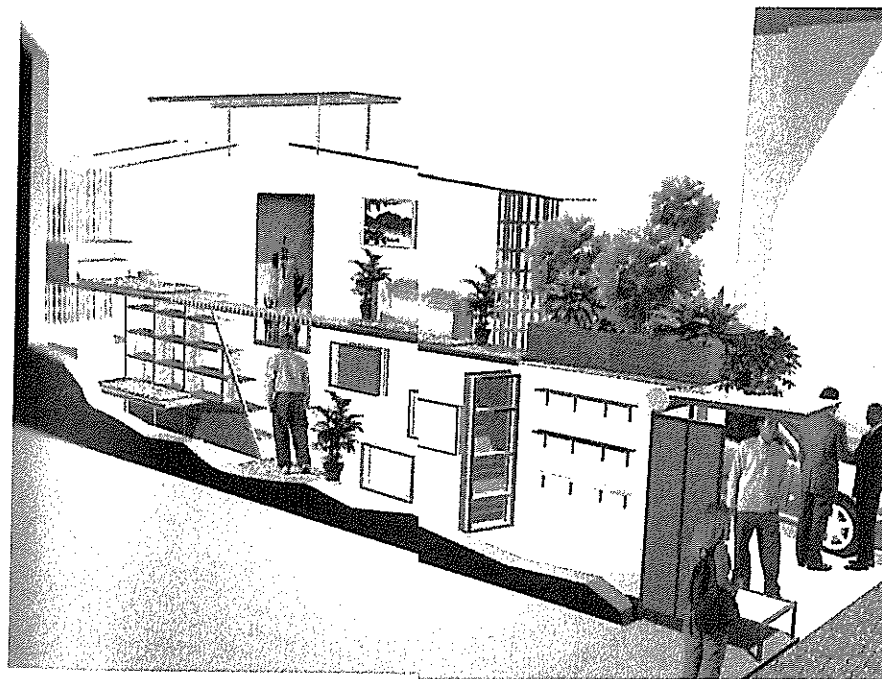
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Bangladesh's urban area, is scattered  
 spaces that are occupied by micro-  
 like food and beverage stalls or shops  
 as the owner's home. These  
 are based on what is owned, controlled or  
 by the architect, or private developers are  
 usually a form of micro-entrepreneurs,  
 what to the country's economy.

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Dhaka, Bangladesh's urban area, is scattered with "grey spaces" that are occupied by micro-enterprises like food and beverage stalls or shops that often double as the owner's home. These filled gaps between what is owned, controlled or financed by authorities or private developers are often informally claimed by micro-entrepreneurs, who are vital to the country's economy.

#### OPPOSITE

The 1.5-meter-wide dwelling space is located between an office building and a garage.

Image: Imrul Kayes/Architecture for Humanity-Dhaka

#### ABOVE LEFT

A 3-D section shows the different levels of the new dwelling.

Photo: Imrul Kayes/Architecture for Humanity-Dhaka

#### ABOVE RIGHT

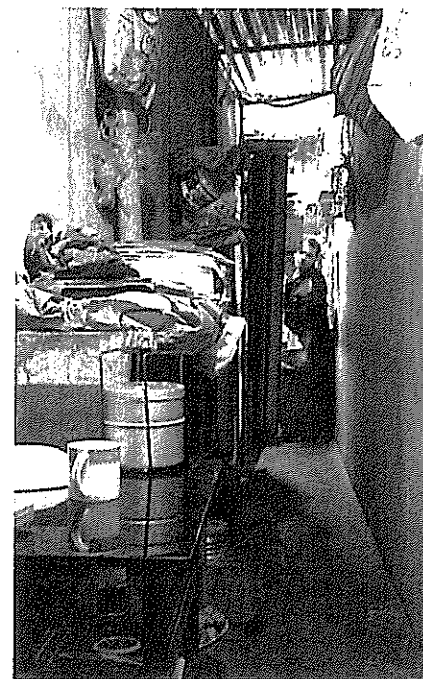
The interior of the space before the renovation.

Photo: Imrul Kayes/Architecture for Humanity-Dhaka

According to the Institute of Architects Bangladesh, micro-enterprises are far from trivial, contributing a high percent to the country's gross domestic product. "These occupants are actually helping to restructure and revitalize our cities. They activate the dead spaces and break down boundaries between the public and the private," says Imrul Kayes, a member of Architecture for Humanity's Dhaka chapter.

Project 1.5 x 30 is located in the grey space between two buildings in a neighborhood called Mohakhali. The project, which was undertaken by volunteers with Architecture for Humanity-Dhaka, was conceptualized and funded by architecture students from local BRAC University (founded by the Bangladesh Rural Advancement Committee), and TRII Landscape Consultant. The design wedges a small tea stall between two buildings. The length of the space is 30 feet (9 m) and it spans 1.5 feet (45 cm) at its narrowest and 3.6 feet (108 cm) at its widest.

Imran is the owner of the tea stall. He has lived in Dhaka since age 12, but his family was evicted from their home when the property was taken



over by a large civil engineering studio. A neighbor and owner of the adjacent sweet shop gifted Imran and his father a sliver of his land between the shop and studio for their tea stall, where they also live. Chapter volunteers aimed to transform this dark, gloomy and congested space into a functioning living space and storefront (sometimes referred to as productive housing).

Vibrant colors, natural light, ventilation, and the use of alternative energy sources are key design components of the grey space. It features green plants and rainwater harvesting for a small aquarium. Recycled timber, plywood panels, bamboo mats, corrugated roofing and metal angles were collected from the surrounding area for the project.

The project promotes using overlooked spaces to leverage economic activity and reduce poverty. Beyond improving the living conditions of the family and creating a better functioning storefront, the project also demonstrates the full potential of ad hoc businesses when provided formal spaces from which to operate.