




**STRENGTHENING ORGANIZATIONAL MANAGEMENT CAPACITY
OF NGOS IN KOREA**

**ORGANIZATIONAL MANAGEMENT CAPACITY
BUILDING TRAINING WORKSHOP
FOR NGO LEADERS**

**3. SYSTEMATIC PROGRAM/PROJECT
PLANNING & EVALUATION**

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THE GAME PLAN

- Purposes & Essential Steps of Program Planning
- Components of a Program Plan
- Setting Goals & Objectives
- The Logic Model
- Program evaluation
- Key evaluation considerations
- Steps of the evaluation plan

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THREE IMPORTANT INGREDIENTS FOR NGO SUCCESS

- 1) Client(s) satisfaction
- 2) Employee satisfaction
- 3) Organizational efficiency

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PURPOSES OF PROGRAM PLANNING

- To provide clear directions for the NGO's programs & services
- To reduce uncertainty during implementation
- To minimize waste, redundancy & duplication
- To set standards for various program components (bench marking)
- To monitor program progress

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ESSENTIALS OF GOOD PROGRAM PLANNING

- The right planning team
- Clear understanding on organizational mission
- Knowledge on issues
- Well defined needs and priorities
- Development of client-centered alternative solutions

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A PROGRAM PLAN

- Is.....
- A document with specific goals & objectives (end) and logical & practical action statements to achieve them (means)
- A document that clearly states what, when, and how program actions (such as prevention, intervention or treatment) are to be carried out

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COMPONENTS OF A PROGRAM PLAN

- Needs statement
- Solution to the issues
- Appropriate goals
- SMART objectives
- Strategies
- Action steps (who, when, how, etc.)
- Lists of clear input – output – outcome
- Benchmarks for program success
- Measurements and indicators for evaluation

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NEEDS ASSESSMENT STEPS

- 1) Gather information on current conditions of specific issues that the organization will address
- 2) Identify the prevalence and/or severity of the issue in the target 'community'
- 3) Establish the causes and consequences of the issues
- 4) Detail how the issues are currently addressed (or not) in the community
- 5) Set the standard for desired 'scenario' for the program

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GOAL SETTING

- Programs exist because they fulfill some worthwhile goal(s)
- Goals are derived from pre-determined problems & needs...through a participatory process
- Goals are general statements of what the program intends to achieve in terms of stated needs
- Goals need to be set clearly and concisely
- Each goal should only encompass one idea and be distinct from every other goal

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GOAL SETTING

- Question to ask: what does the program intend to achieve?
- Model for developing goals: For.....(target group) to.....(gain a benefit to address the issue)
- Examples:
 - For youth under stress in Korea to get mental health support
 - For senior citizens living alone in urban areas of Korea to be connected to their community

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OBJECTIVE SETTING

- Objectives (aka. program outcome objectives) are specific statements targeting specific program goal
- There must be multiple objectives under each goal
- Ideally, objectives should be SMART
 - Specific
 - Measurable
 - Achievable
 - Realistic
 - Time-bound

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OBJECTIVE SETTING

- Objectives provide measurable results (ie: desired amount of change) that will benefit potential program recipients during a particular time-period
- Each objective should have a related strategy and output
- Strategy is the operational detail needed for achieving the program goal
- Examples:
 - 500 high school students in xxx city will receive weekly group counseling during the first six months of the program
 - 250 senior citizens living alone in xxx city will be provided weekly opportunities to socialize with one another

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CHECKLIST OF EFFECTIVE PROGRAM DELIVERY

- 1) Determine the need for the program
- 2) Develop the program plan (goals, objectives, etc.)
- 3) Complete the action plan (where, how, when, etc.)
- 4) Develop a budget and allocate appropriate resources
- 5) Build credibility into your program (right employees, supervisors, etc.)
- 6) Monitor, evaluate and adjust

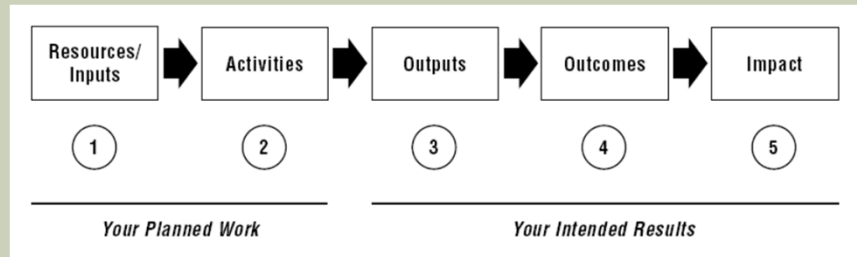
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WHAT IS A LOGIC MODEL

- A logic model is a “map” of the program
- It is a concise way to show how the program is designed and how it will make a difference
- It is a simple, logical illustration of...
 - What you do (objective) to address an issue
 - How do you do it (input & activities)
 - How will you know if you are successful (in immediate-intermediate-long terms)
- It verifies logical connections among program components (goal, objective, input, activities, output & outcomes) for funders, managers and evaluators

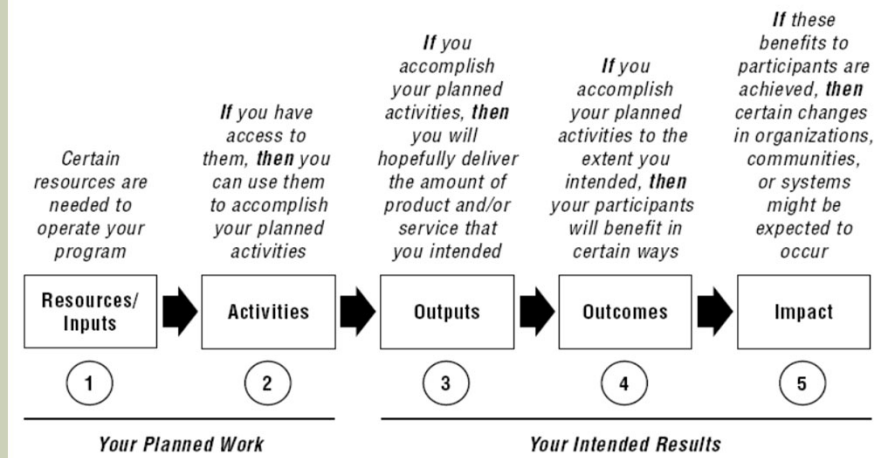
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BASIC LOGIC MODEL



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HOW TO READ A LOGIC MODEL



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HOW TO DEVELOP A LOGIC MODEL

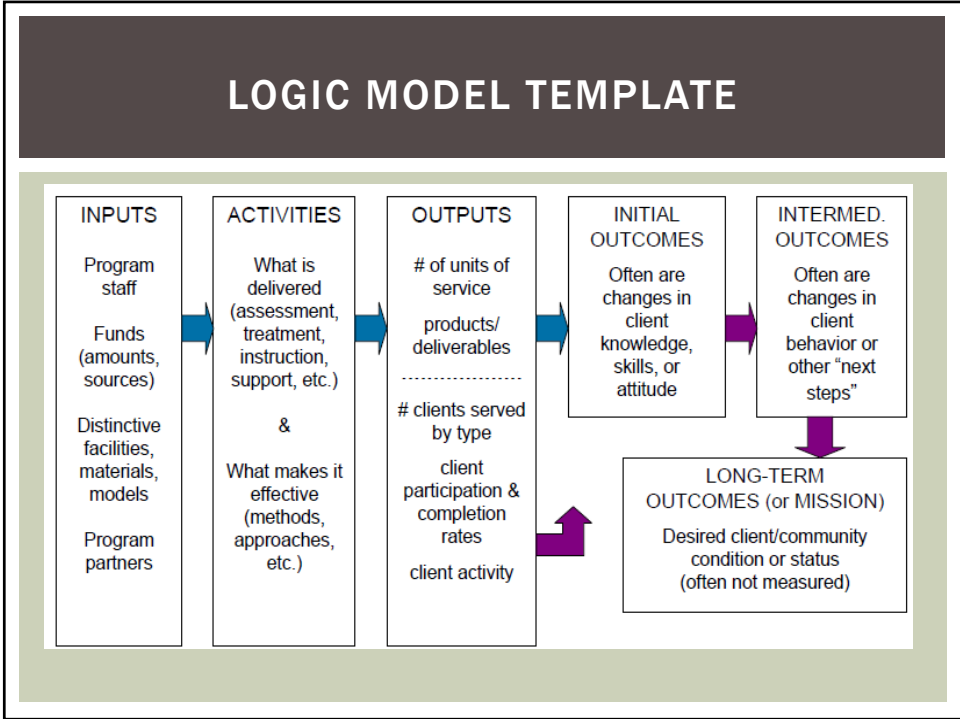
- Think systematically about what a program is set to accomplish and how it will be implemented
- Develop a complete list of goals & objectives
- For each objective, list all resources (input) and actions (activities)
- List all reasonable outputs and output measures anticipated (# of clients served, etc.)

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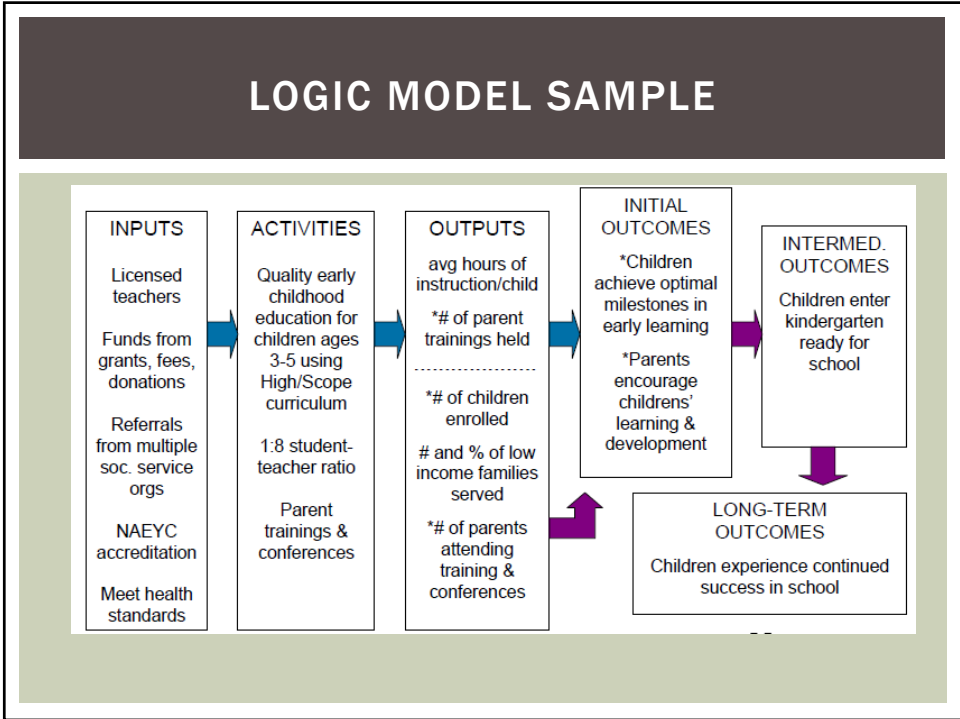
HOW TO DEVELOP A LOGIC MODEL

- List all reasonable outcomes anticipated, by immediate, intermediate and long terms
 - Short term outcomes
 - Changes in skills, attitudes and knowledge
 - Intermediate outcomes
 - Changes in behavior and decision making
 - Long term outcomes
 - Changes in status and condition
- Illustrate linkages among all these elements on a logic model template (one per objective)
- Include external factors, assumptions & barriers

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ACTIVITY!

Example of program planning!

On the Session 3 Activity Sheet ...write the following

1. Name of your NGO
2. Develop & write ONE program goal for your NGO
 - Use the "TO.....FOR" formula: For.....(target group) to.....(gain a benefit to address the issue)
 - For youth under stress to get mental health counseling
 - For senior citizens living alone in urban Korea to be connected to their community
3. Develop & write ONE program objective for Goal
 - 500 high school students in xxx city will receive weekly group counseling during the first six months of the program
4. List all resources (funds, staff, facilities, equipment, etc. etc.) for your objective

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PROGRAM EVALUATION

- Program evaluation is the systematic process of collecting and analyzing information about a program in order to make necessary decision about the program
- Program evaluations help to make programs better
- Program evaluation can include any or a variety of 35 different type evaluations
- Two main type evaluations for improving programs & services" process evaluation and outcome evaluation

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WHY EVALUATION IS IMPORTANT

- To verify that the organization is doing what it is supposed to be doing
- To understand, verify and increase the impact of services on clients
- Improve the service delivery mechanism to be efficient
- Funders increasingly demand evidence of program success
- To provide valid comparisons between programs to make right decisions on resource allocation
- To produce data or verify results that can be used for public relations, marketing and promoting services
- Should be an integral part of the program planning process

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KEY EVALUATION CONSIDERATIONS

- For what purposes is the evaluation being done?
- Who are the audiences for the information from the evaluation?
- What kind of information is needed?
- From what sources should the information collected?
- How can the information be collected (methodology)?
- What resources are available to conduct the evaluation?

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OUTCOME EVALUATION

- Systematic method of collecting and analyzing data to assess the effectiveness of a program
- To not only measure the change resulted from a program, but also to establish that the program contributed to the change
- Short term outcomes
 - Changes in skills, attitudes and knowledge
- Intermediate outcomes
 - Changes in behavior and decision making
- Long term outcomes
 - Changes in status and condition

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STEPS IN EVALUATION

- 1) Form a working group
- 2) Determine the evaluation purpose and audience
- 3) Review the logic model
- 4) Identify evaluation questions
- 5) Choose the methodology
- 6) Collect and analyze the data
- 7) Report evaluation findings

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