



Program Development

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Introduction

- Getting to know each other
- Housekeeping

Learning Objectives

- Understand the stages of program development within the non profit environment
- Explore and execute PEST analysis (political, economic, socio-cultural and technological environmental analysis)
- Understand the planning and organizational phases of community needs assessment
- Conduct a stakeholder analysis
- Become aware of main elements in program evaluation (inputs, activities, outputs and outcomes).

Learning Agreement

- **C**reating a safe environment
- **A**ccessibility
- **R**espect others by listening and keeping an open mind
- **E**mpathize and be sensitive to others
- **S**upport for others in the audience and in the community

Agenda

- Introduction to program development
- Pest Analysis overview
 - Pest Analysis activity
- Understand the phases of community needs assessment
 - Community needs assessment exercise
- Stakeholders Engagement
 - Exercise
- Program Evaluation
- Closing

Program Development

An introduction

There are four areas that involve the effective development of a program. These are:

- Community Assessment
- Planning
- Implementing
- Reporting

Community assessment

- Gather information needed to understand your community
- Analyze the data
- Report findings in a way that it is easy to understand and useful to make decisions

Planning

- Conduct an agency strategic plan
 - To understand what your agency needs to effectively implement a program such as assessing what resources (financial, human, physical) you will need to implement your program which includes involving stakeholders in the decision making process
- Conduct a community action plan
 - To understand what you need from the community to fully implement your program such as community outreach staff , educators, community health workers, community facilities, etc

Implementing

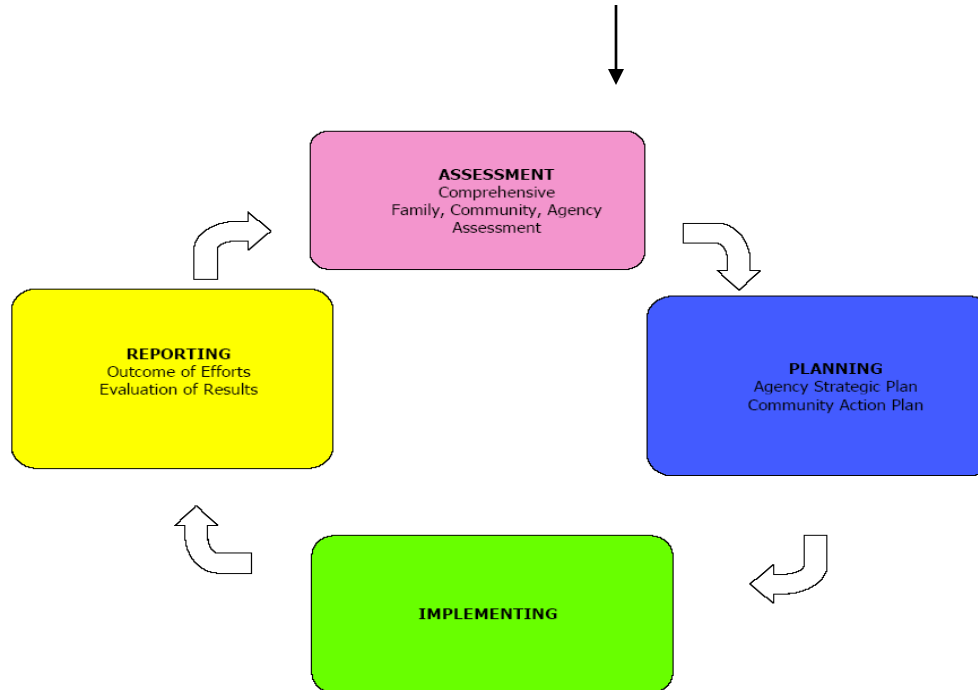
- Based on the community and agency action plan, you implement your program.
- During the implementation, it is always recommendable to conduct process evaluation practices to ensure
 - that objectives of the program are being met
 - that areas that need to be corrected are identified

Reporting

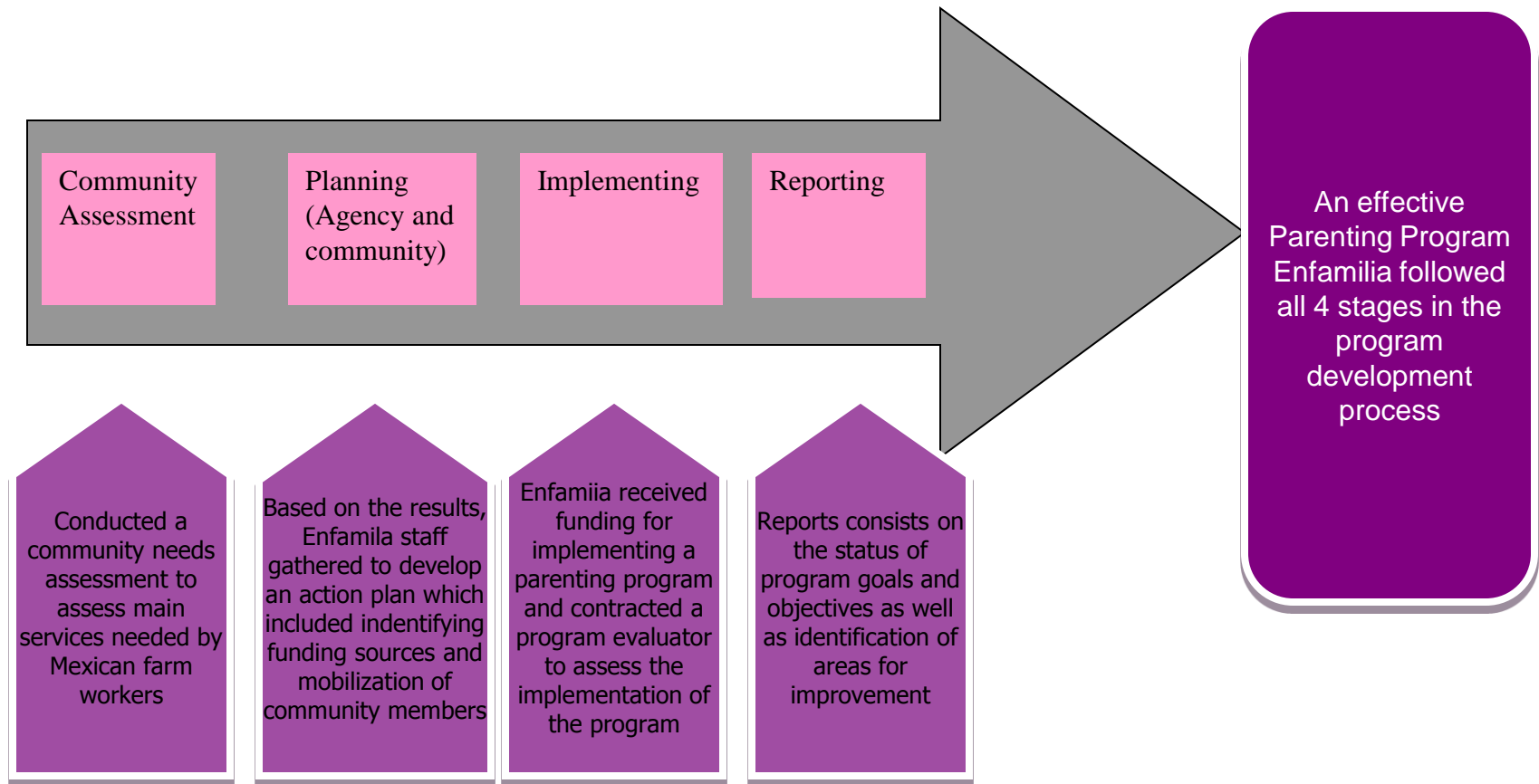
- The outcome of efforts
- Evaluation of results
 - Did you accomplish your goals and objectives?
 - If so, how do you document and report your results?

Program Development Phases

Understanding your environment



Program Development Example: The Enfamilia's Case



Understanding your Environment

- The purpose of Pest analysis is to understand the big picture of:
 - Political
 - Economical
 - Socio-Cultural and
 - Technological aspects of

THE ENVIRONMENT

Why is this important?

- You ensure that what you are doing is aligned positively with the forces of change that are affecting our world.
- Helps you avoid taking action that is condemned to failure from the outset and
- Is useful when you start a non profit organization

PEST Analysis

- To use this tool, follow this three stage process:
 - Brainstorm the relevant factors that apply to you
 - Identify the information that applies to these factors.
 - Draw conclusions from this information.
- Instructions to exercise
- Go to page 2 of your participant manual
 - Think about a program you want to implement and explore the political, economical, socio-cultural and technological factors that can affect or contribute to the development of your program

Pest Analysis: An example

Political

- Identify the areas that are on policy agenda by the current administration (e.g., promoting healthy families and responsible fatherhood)

Economical

- Explore possible sources of funding

Socio-Cultural

- Population health, social mobility
- Population attitudes towards accessing to social services

Technological

- Impact of technologies (electronic databases to document services provided to clientele)

Knowing your community

- The goal of conducting a community needs assessment is:
 - to identify the assets of your community and
 - to determine potential concern it faces

Community needs assessment: The planning

- Create a Needs Assessment committee by inviting other non profit organizations, university researchers, funders etc
- Share expectations about the need assessment
- Identify goals and objectives
- Create an agenda to document steps to follow

Community Needs Assessment: The Methodology

- Identify the participants whom you want to survey (community residents, teachers, business owners)
- Determine the method (focus group) or survey
- How will the data be collected (family events, door to door)
- How the information will be analyzed and presented

Community Needs Assessment: Data collection

- Provide a training session to staff who will be administering the survey
- If you are targeting a community that is not English speaking, it is recommended to translate the survey in their native language

Community Needs Assessment : Dissemination of findings

- Conduct planning sessions with all interesting partners to discuss the need assessment results
- Disseminate the report to all who can benefit
- Provide assistance in planning and action taking

Needs Assessment- An example from the Children's Trust

■ Task 1:

- To identifying where Head Start/Early Head Start is currently providing services to children and to identify the geographic areas that would be most appropriate for the expansion of those services.

Needs Assessment- An example from the Children's Trust

■ Task 2

- The main objective of the Community Survey was to assist The Trust in making informed decisions that reflect the stated needs of representative County families. They surveyed community members about:
 - The most critical needs of children;
 - The services or resources needed for parents and other care givers; and
 - ways in which the community could better support children and families.

Needs Assessment- An example from the Children's Trust

■ Task 3

- Conduct key informant interviews to seek opinions and perspectives from community leaders, practitioners and experts about the needs of Miami-Dade County's children, the best program practices and potential Trust investments.
- Findings were presented in community forums with community members, service providers and other important stakeholders.

Community Need Assessment: Exercise

- Go to page 3 of your participant manual. As a community representative, fill out the survey
- When discussing with your group, identify which statements are most important but you have the least satisfaction and why.

Stakeholder Engagement

- Stakeholders are individuals, groups, or organizations that have a significant interest in how well a program functions (Rossi, Lipsey and Freeman, 2004). These could be:
 - those with decision making authority over the program like funders, sponsors, administrators and clients that receive services

Why is this important?

- Engaging with stakeholders from the beginning of a program can lead towards a productive relationship which can be used during prosper and challenging times

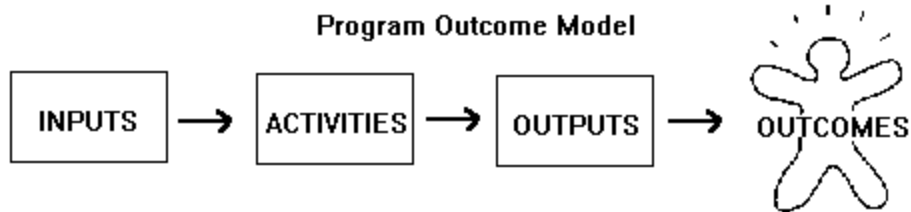
Stakeholder Identification: Activity

- On page 5 in your participant manual, conduct the stakeholder analysis activity
- When conducting this activity, keep in mind to
 - Identify those stakeholders directly and indirectly by the program
 - Be strategic and prioritize

Implementation and Reporting

- When implementing your program, think about what you want to accomplish and how to document data to show such accomplishments. Need to be clear on:
 - Program Inputs
 - Program activities
 - Program Outputs
 - Program Outcomes

United Way Program Outcome Model



<i>Inputs</i>	<i>Activities</i>	<i>Outputs</i>	<i>Outcomes</i>
Resources dedicated to or consumed by the program e.g. <ul style="list-style-type: none"> • money • staff and staff time • volunteers and volunteer time • facilities • equipment and supplies Constraints on the program e.g. <ul style="list-style-type: none"> • laws • regulations • funders requirements 	What the program does with the inputs to fulfill its mission e.g. <ul style="list-style-type: none"> • feed and shelter homeless families • provide job training • educate the public about signs of child abuse • counsel pregnant women • create mentoring relationships for youth 	The direct products of program activities e.g. <ul style="list-style-type: none"> • number of classes taught • number of counseling sessions conducted • number of educational materials distributed • number of hours of service delivered • number of participants served 	Benefits for participants during and after program activities e.g. <ul style="list-style-type: none"> • new knowledge • increased skills • changed attitudes or values • modified behavior • improved condition • altered status

Conclusion

- In this training session, we have covered the following topics:
 - Program Development stages
 - PEST Analysis
 - Community needs assessment
 - Stakeholder analysis
 - Program Outcome model

Creating your action plan

- This training session has provided you with activities to further your understanding on
 - Community needs assessment
 - Understanding the organizational environment
 - Stakeholder engagement
- Try to implement these activities in your organization as they can assist you in the development of effective programs

Sources

■ Program Development

- Field Guide to Nonprofit Program Design, Marketing and Evaluation by McNamara
(http://www.authenticityconsulting.com/pubs/PG_gdes/PG_pubs.htm)
- Nonprofit Essentials: The Development Plan by Lisa Lysakowski

■ Pest Analysis

- Merging Non Profit Organizations by Yankey, Wester Jacobus & McNally Koney
(<http://www.case.edu/mandelcenter/publications/casestudies/MergingNonprofitOrgs.pdf>)

Sources

- Community needs assessment
 - A Community Need Assessment Guide by the Center for Urban Research and Learning and the Department of Psychology Loyola University of Chicago
(http://www.luc.edu/curl/pdfs/A_Community_Needs_Assessment_Guide_.pdf)
- Stakeholder engagement
 - Stakeholder Engagement Tool Kit by Torfaen County Borough Council
(http://www.revit-nweurope.org/selfguidingtrail/27_Stakeholder_engagement_a_toolkit-2.pdf)

Questions?

- If you have any questions, you can contact me at maritza@covianconsulting.com ; covianresearch@hotmail.com or you can visit my organization's website at:
 - www.covianconsulting.com