

## CHAPTER 3

### IMPLEMENTATION PLANNING

In this chapter, readers will learn:

- How implementation planning is related to monitoring

In this chapter, readers will work on the following tasks in building their MER systems:

- How to write quality goal objective and activity statements

Once you have selected a program of work, and you have a conceptual model /results framework, you need to complete an implementation plan that lays out your activities over a time frame and refines results particularly anticipated at the input and output levels. While you may have included an implementation plan in your proposal, this is the time to finalize it reflecting the grant negotiations and final award (refer to your grant document “program description” and “special conditions” sections). This is also a time to ensure you have written high-quality goal and objective statements. The clearer these statements are, the easier it will be to select appropriate indicators for specific programs. Goals and objectives reflect results statements but are more specific and detailed, as they present the strategy you have selected for attaining results.

An implementation plan is a key tool for monitoring program progress as it allows an organization to compare what it planned to do over a given time period and compare this to what was actually done in the same time period. When paired with a budget and updated financial information (comparing what an organization planned to spend versus what it actually spent) the implementation plan becomes a critical monitoring tool to track the efficiency of an organization.

#### Hints For Writing Quality Goals

- Present the desired outcomes, accomplishments, results, or purposes sought (but not the process!).
- Capture broad changes in conditions, answering the “so what?” question (So...we trained 100 people and increased their knowledge but did or did they not change their behavior?).
- Goals reflect behavior, attitude, or economic change and show how activities contribute toward a larger development impact. They usually reflect a result achieved in an intermediate time period (2–5 years).

To write a goal statement, review your results frameworks at the outcome and impact levels, then mentally picture what you want specifically to accomplish in a particular program or period of time related to those results and say:

(We want) \_\_\_\_\_ to \_\_\_\_\_ the of/among \_\_\_\_\_  
(*action verb, like improve, increase, reduce, etc.*)      (*what behavior/practice/attitude or economic change is sought, though sometimes just the knowledge, capacity or access change is sought*)      (*whom*)

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Goals should not be a restatement of the development objective or impact-level results but present more detail in what you plan to accomplish under a specific program without presenting information on how you will accomplish it. Do not present your process/ methods in a goal statement.

NO	YES
To reduce incidence of HIV/AIDS	To reduce the number of sexual partners among men 15–49
To improve health	To improve the pre-natal health practices of women living in targeted communities
To improve quality of life of OVCs	To increase the percentage of households receiving basic external support in caring for OVCs

#### Hints for Writing Quality Objectives

- Link them directly to the goals and make sure they state the outputs—information, products, processes, services or results you hope to produce that will support attainment of the goal.
- Reflect what you hope to produce by undertaking a specific activity. For example: you decide you want to train people (the activity). The objective should relate to the knowledge you seek to increase.
- Objectives usually reflect a result achieved in a relatively short time period (0–2 years).

#### Remember that all objectives should be SMART:

- **Specific:** The objective states a specific output to be accomplished—in numbers, percentages, frequency, reach, scientific outcome. The object is defined.
- **Measurable:** The objective can be measured and the measurement source is identified.
- **Achievable:** The objective or expectation of what will be accomplished is realistic given the time period, working conditions, resources, etc.
- **Relevant:** The output of the objective supports the goals sought in the project.
- **Time-bound:** The objective clearly states when the objective will be accomplished.

To write an objective, review your goal statement and results frameworks at the input and output levels, then mentally picture what you need to do/accomplish to achieve your goal and say:

(I want) to \_\_\_\_\_ the \_\_\_\_\_ in \_\_\_\_\_ by \_\_\_\_\_  
*(direction of change) (what will be changed) (target area of change) (results to be achieved)*

[as measured by \_\_\_\_\_] by \_\_\_\_\_  
*(how measured) (time frame)*

#### Example:

To increase (*direction of change*) the number of OVCs households receiving government supported stipends (*what will be changed*) in the greater Nairobi area (*target area of change*) by 25 percent (*results to be achieved*) as measured by Department of Social Services records (*how measured*) by December 30, 2006 (*time frame*).

(I want) to \_\_\_\_\_ to \_\_\_\_\_  
*(action taken) (object of action) (to whom/recipient)*

by \_\_\_\_\_ [ as measured by \_\_\_\_\_ ]  
*(by when) (how measured)*

Example:

To provide four workshops (*action taken*) on how to care for OVCs at home (*object of action*) to 100 OVCs' household members (*to whom/recipient*) by December 30, 2005 (*by when*) as measured by attendance registers (*how measured*).

