

Chapter 4 Project Planning and Development

The next step is to develop a solid project design using the information you gathered while doing your needs assessment. This chapter describes the tasks you will need to complete in order to establish a solid programme plan. Sometimes these tasks may seem theoretical and not practical for people who work in the field, but a good programme plan is the foundation of what you hope to achieve and will provide you with the ability to evaluate your impact. As with all of the previous phases, you need to involve key people from your target group in the planning process. This participation can be encouraged in any number of ways depending on the structure of your organization and the CSWs you are working with. For instance, you could establish a planning committee with representatives of the target group, your staff, and any other interested individuals. Or, you could ask the CSWs to choose several people to participate in planning meetings with you. You must be creative in developing ways to get the CSWs and others in your target group involved at this point, for it is at this point that they are so often left out. However, their input is critical to developing a realistic, appropriate intervention.

Steps to Project Design

The information generated through your needs assessment provides the framework for the development of a suitable intervention project. Now it is time to organize these ideas into a manageable, effective project design. We will begin by describing the major steps you should follow when designing a project. At the same time, we will use our project in Calabar to illustrate those steps.

1. Defining the problem

We already know that the problem is AIDS, but it is important to define the problem which your project will address precisely; otherwise the solution you provide may be wrong. You must have a very clear understanding of the specific problem in order to design an effective solution.

Example from Calabar

Problem:

We conducted a brief needs assessment, and we knew there were basically two categories of CSWs: "full-timers" who live in residential compounds or hotels and "part-timers" who solicit clients in the evenings and are engaged in other activities during the day. None of the 40 CSWs tested showed any HIV infection. However, we felt that the risk for infection was great as Calabar has a seaport and is located in a state that shares a border with Cameroon, where infection among prostitutes was estimated at about six percent. In addition, CSWs we interviewed complained frequently of what sounded like STDs. Finally we observed other difficulties faced by the women (police harassment, fights with clients, exploitation by hotel owners/managers).

2. Setting the goal

The next step is to define the goal. The goal is a broad statement of what you want to accomplish.

- A goal is a positive statement of the problem. The goal is the solution to the problem you described earlier, it is geared towards reducing or eliminating the problem.
- A goal must be realistic. Your project must be able to reach the goal—do not state that your project will accomplish more than it can.

Example

The problem is: A high prevalence of HIV and STDs due to high-risk behaviour among CSWs

The goal: Slow the spread of HIV and reduce transmission of STDs by increasing condom use among CSWs.

Example from Calabar

Goal:

To develop and implement an AIDS/STD prevention programme to prevent the transmission of HIV/AIDS and reduce the transmission of other STDs among full and part-time CSWs, as well as their partners and clients.

3. Setting the project objectives

Objectives enable you to reach the project goal by providing specific directives. Objectives are specific outcomes of the project which will result in the resolution of the problem. You will implement a number of activities in order to accomplish each objective. The clearer your objectives are, the easier it is to plan, implement and evaluate your activities.

An objective must:

- be stated in a positive form
- answer the questions **what? when? where? who? and how many?**
- be realistic
- be a logical step toward accomplishing the goal

As you write your objectives, it may help you to think **SMART**. Each objective should be:

SPECIFIC - (what and who)

MEASURABLE - (how many or how much)

AREA SPECIFIC - (where)

REALISTIC - (achievable)

TIME-BOUND - (when)

Example from Calabar

Project Objectives:

- 1. To develop and implement a programme to educate 2,000 women and men (CSWs and their partners) in Calabar about AIDS and safer sex by the end of the project.*
- 2. To establish a special clinic to provide women at high risk and their clients living in Calabar access to services for STD diagnosis and treatment by the end of year one of the project.*
- 3. To distribute 1,000,000 condoms to men and women at high risk in Calabar by the end of the project*