

Steps in programme development

Elements of a Program Plan

- Situation
- Objectives
- Audience
- Strategy
- Tactics
- Calendar/ Timetable
- Budget
- Evaluation

1. Situation

- Understanding the situation leads to the conclusion that:
 - Is there a problem or negative situation that needs to be addressed? Ex: Production/marketing.....
 - Needed to reinforce an ongoing effort and introduction of new technology? Ex: variety, practice

2. Objectives

- What is the desired outcome?
- Does it really address the situation?
- Is it realistic and achievable?
- Can success be measured in meaningful terms?

3. Audience

- Extension programs should be directed toward specific and defined target communities
- Use research to identify demographics as age, income, social strata, education, existing enterprise, resource use behaviour etc...

4. Strategy

- How, in concept, is an objective going to be achieved?
- Key themes and message that should be part of programme
- Plan should contain changes to be achieved in target communities

5. Tactics

- Are “nuts and bolts” of plan that describe, in sequence, the specific activities that put strategies into operation and help achieve the stated objectives
- Tactics involve using the tools of communication to reach primary and secondary target communities with extension inputs

6. Calendar/Timetable

- Determining the proper sequence of activities
- Compiling a list of steps that must be completed to produce a desirable change in target communities

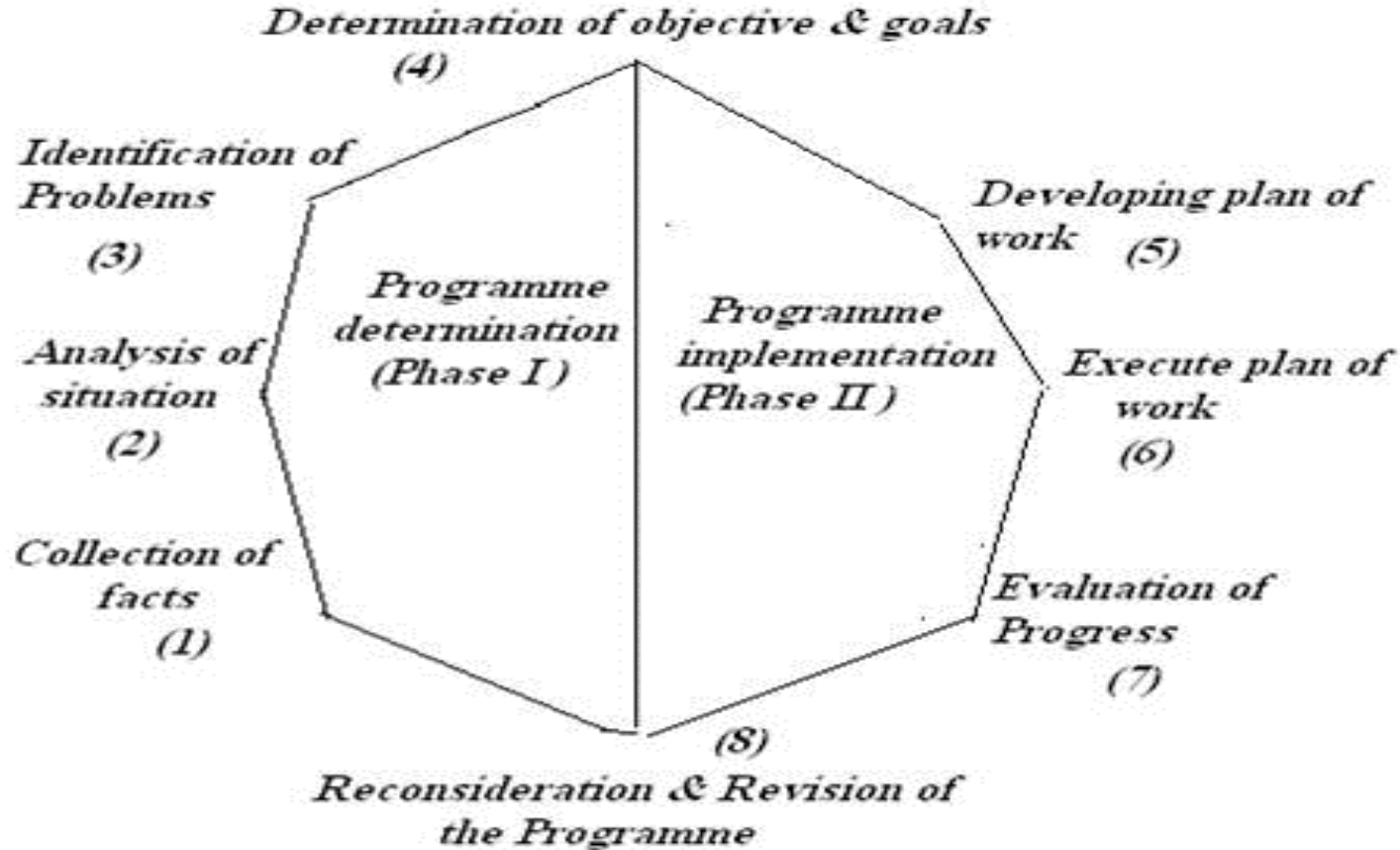
7. Budget

- No program plan is complete without a budget
- Part of strategy to ensure flow of finance as per the programme
- The anticipated outcomes/outputs are directly related to financial input

8. Evaluation

- Objectives must be measurable in some way to show program accomplished its purpose
- Types of evaluation : Ex-ante, concurrent and Ex-post facto

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Types of planning

- Nature
 - Strategic
 - Tactical
 - Operational
 - Contingency
- Managerial level
 - Top level
 - Middle level
 - Lower level
- Time
 - Long term
 - Intermediate term
 - Short term
- Use
 - Single use
 - Standing plan

Based on Nature

- **Strategic Plan:** formulated by top level management for a long period of time of five years or more. They decide the major goals and policies to achieve
- **Tactical Plan:** concerned with integration of various organizational units. Involves resource utilization to achieve the strategic goals
- **Operational Plan:** Formulated by lower management for short term period. Concerned with the day to day operations of the organization. It is detailed and specific
- **Contingency Planning:** Made when something unexpected happens or when something needs to be changed

On the basis of time

- **Long Term Plan:** Determines the path for research and development institutions to reach their goals. It also reinforces and makes corrections to the goals as the plan progresses
- **Intermediate Plan:** Covers 6 months to 2 years. It outlines how the strategic plan will be pursued.
- **Short-term Plan:** Involves plans for a few weeks or at most a year. Allocates resources for the day-to-day activities and management within the strategic plan.

On the basis of use

- **Single Plan:** Connected with some special problems. These plans end the moment problem is solved. They are further re-created whenever required
- **Standing Plan:** Formulated once and they are repeatedly used. Continuously guide the extension professionals. Include mission, policies, objective, rules and strategy

Conclusion

- In practice the steps provide us insight regarding planning the programme and programme planning
- Appropriate planning involving holistic approach leads to overall development