



Program Development Plan

Planning the Program

This document is a shared effort between Team4Tech and our non-profit organization (NPO) partners. It serves to help plan and document our impact goals and associated action plan over the three to five-year collaboration between our organizations. The intent is that it will serve as a working document, to be updated and modified over the course of our work together, and will capture how each successive project is moving us towards the collaboration goals defined in your Program Proposal.

We have filled in some of the answers based on your Program Proposal (if completed). Responses to the questions are used to complete the Program Development Map at the end of this document. This Map will become the foundation for measuring the success of our work together.

In the Appendix you will find instructions for the M&E reporting process for your reference.

Relevant Terms

Framing Question: The question or problem the Project is working to solve. All aspects of the Project tie back to this question, commonly stated as, *how might we...?*

Project: The period when Team4Tech pro bono consultants (also sometimes referred to as “volunteers” or “consulting team”) are working with your organization in person, usually for 10 days to two weeks. Team4Tech usually completes three to four projects with its partner organizations over a three to five-year period.

Activities: The work that Team4Tech consultants and your organization’s staff and beneficiaries complete together while the consultants are on-site.

Outputs: Changes that happen within six to 12 months of a Project. Outputs are changes that can be objectively measured and observed.

Outcomes: Changes that happen based on outputs, usually six to 18 months after a Project. Outcomes are changes in human behavior or how systems work.

M&E Period: The time between Projects. During this time, Team4Tech and partner organizations conduct check-in calls every one to two months to discuss progress on the collaboration objectives. These check-ins are often referred to as program Monitoring and Evaluation (M&E).

Five-Year Vision: The overall change the organization is working to achieve as a result of the collaboration.

Five-Year Vision

1. Based on your Program Proposal, Team4Tech understands your vision of the organization five years from now as:
2. Imagine two or three success stories after this vision is achieved. Describe these people. Who are they, where did they come from, and how did they interact with your organization? How has the organization changed them or their situation? What can they do as a result? What are their future possibilities?
3. Describe what must be true (about your organization, its programs, etc.) to make these success stories a reality?
4. What problems must be solved to achieve this five-year vision? Explain each problem separately and highlight any interdependencies.

First Project Definition

5. Based on the answers above, what **goals** does the first project with Team4Tech need to achieve to start moving toward your five-year vision?
6. How will achieving these first project goals help your organization move closer to bringing the five-year vision to life?
7. What **activities** with the Team4Tech consulting team (e.g. capacity building workshops, technology implementation support) will help your organization achieve these first project goals?
8. What **outputs** will result from these project activities during the 12 months after the Team4Tech consultants' first visit?

Second Project Definition

9. Once the outputs of the first project have been achieved, what would be the **goals** of a second project?
10. How will achieving these second project goals help your organization move closer to bringing the five-year vision to life?
11. What **activities** with the Team4Tech volunteers will help your organization achieve the second project goals?
12. What **outputs** will result from the project activities during the 12 months after the Team4Tech consultants' second visit?
13. What **outcomes** will occur during the 12 months after the Team4Tech consultants' second visit? Remember, outcomes differ from outputs and are the “changes that



happen based on outputs, usually six to 18 months after a Project. Outcomes are changes in human behavior or how systems work.”

Third Project Definition

14. Once the outputs of the second project have been achieved, what would be the **goals** of a second project?
 15. How will achieving these third project goals help your organization move closer to bringing the five-year vision to life?
 16. What **activities** with the Team4Tech volunteers will help your organization achieve the third project goals?
 17. What **outputs** will result from the project activities during the 12 months after the Team4Tech consultants' third visit?
 18. What **outcomes** will occur during the 12 months after the Team4Tech consultants' third visit?
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Program Development Map

Answers from question 1-3 go here

Five-Year Vision

Five-Year Vision					
First Project	Framing Question	Second Project	Framing Question	Third Project	Framing Question
	Answers from question 5 go here		Answers from question 9 go here		Answers from question 14 go here
	Activities		Activities		Activities
	Answers from question 7 go here		Answers from question 11 go here		Answers from question 16 go here

Outputs		Outputs		Outputs	
Answers from question 8 go here		Answers from question 12 go here		Answers from question 17 go here	
Outcomes		Outcomes		Outcomes	
		Answers from question 13 go here		Answers from question 18 go here	
Impacts					

Answers from questions 3-4 go here

Example - Program Development Map

Five-Year Vision					
Our learners will be able to create new knowledge using 21 st Century Skills and ICT resources fluently, and experience enhanced educational and economic opportunities as a result.					
First Project	Framing Question	Second Project	Framing Question	Third Project	Framing Question
	How might we...get teachers comfortable using ICT?		How might we...integrate ICT into teaching practices?		How might we...build critical thinking and creative problem solving skills in our learners?
	Activities		Activities		Activities
	1. Training for STEM teachers 2. Learn HCD problem solving 3. Create community of practice		4. Training – ICT use vs integration 5. Training – project based learning 6. Training – Digital Citizenship		7. Training – student agency/autonomy 8. Create online tools for students to learn at their own pace. 9. Training – formative assessments
Outputs	Outputs	Outputs			
1.1 STEM teachers use ICT # hours per week 2.1 HCD process applied during quarterly meeting 3.1 Community of practice met # times	4.1 Teachers report degree of change in ICT use vs integration 5.1 Teachers conduct # project based units per semester 6.1 Teachers pass digital citizenship test	7.1 Students take more initiative in their learning 8.1 Curriculum and assignments are accessible online			

				9.1 Teachers are trained on how to use formative assessment tools and modify their teaching accordingly
	Outcomes		Outcomes	Outcomes
	1.11 STEM teachers independently initiate use of ICT while teaching 2.11 Administrators choose when using HCD is the best option 3.11 Teachers train peers		4.11 Teachers increase ICT for integration 5.11 Teachers integrate project based units into teaching 6.11 Teachers guide learners on how to best use ICT	7.11 Student engagement increases 8.11 Students able to learn at own pace 9.11 Teachers are able to cater towards students' needs
Impacts				
I. Learners gain lifelong knowledge, skills, and mindsets related to 21 st Century Skills II. Learners finish the program completely comfortable with ICT III. Teachers initiate activities to ensure their ongoing professional development and are among the most capable in the region				

NGO Project Monitoring & Evaluation Plan

First Project	Activities	Indicator of Success	How to Measure	Who Measures	When
How might we...	1.	1.a	1.a	1.a	1.a
	2.	2.a	2.a	2.a	2.a
	3.	3.a	3.a		

Second Project	Activities	Indicator of Success	How to Measure	Who Measures	When
How might we...	4.	4.a	4.a	4.a	4.a
	5.	5.a	5.a	5.a	5.a
	6.	6.a	6.a		

Third Project	Activities	Indicator of Success	How to Measure	Who Measures	When
How might we...	7.	7.a	7.a	7.a	7.a
	8.	8.a			
	9.				

Example - NGO Project Monitoring & Evaluation Plan

First Project	Activities	Indicator of Success	How to Measure	Who Measures	When
How might we...	1. Provide advice on network infrastructure	1.a Written report supplied to...	1.a Survey of current resources using Form A, Include details for all existing hardware on campus. Provide photos when possible.	1.a Director of IT	1.a 15 th of every month
	2. Conduct in-depth network analysis	2.a Written report supplied to...	2.aa	2.aa	2.a
	3. Provide training to technical district staff about...	3.1a	3.aa		

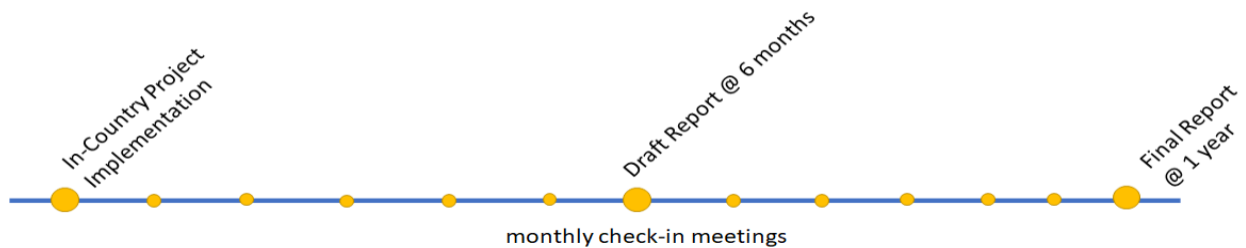
Second Project	Activities	Indicator of Success	How to Measure	Who Measures	When
How might we...	4. Provide advice on ...	4.a Written report supplied to...	4.a Survey of current resources using Form A, Include details....	4.a Director of IT	4.a
	5. Conduct in-depth network analysis	5.a Written report supplied to...	5.a	5.a	5.a
	6.	6.a	6.a		

Third Project	Activities	Indicator of Success	How to Measure	Who Measures	When
How might we...	7. Provide advice on network infrastructure	7.a Written report supplied to...	7.a Survey of current resources...	7.a	7.a
	8.	8.a			
	9.				

Appendix: Reporting Process and Format

The reporting requirements which follow each project unfold in a series of linked steps.

- While in-country, Team4Tech consultants will deliver a recommended plan for continuing project implementation following their departure.
- NPO incorporates Team4Tech's recommendations into the Program Development Map as relevant.
- NPO and Team4Tech conduct monthly monitoring and evaluation check-in calls, using the Team4Tech recommendations and the Project Monitoring & Evaluation Plan as a guide.
- Monthly check-ins with Team4Tech begin within five weeks of the consultants' departure.
- One week prior to each check-in call, NGO delivers to Team4Tech a brief summary of activities related to each project implementation goal. Each project goal should advance the larger goals defined in the Project Monitoring & Evaluation Plan, and should clearly link to the Program Development Map.
- Six months after the visit of each consulting team, NGO submits a draft Project Monitoring & Evaluation Report to Team4Tech. Monthly reporting summaries should provide the basis for this draft.
- Monthly check-ins with Team4Tech continue.
- One year after the visit of each consulting team, NGO submits a Final Project Monitoring & Evaluation Report to Team4Tech.



The Project Monitoring & Evaluation Report will become the basis for revising the Program Development Plan and setting goals for the next consulting project.

Monthly Progress Reports

Monthly Progress Reports should explain actions that were taken to achieve the project goals during the past month. The Project Monitoring & Evaluation Plan and the Team4Tech implementation recommendations should serve as the basis for action and reporting. The report should:

- Follow the format established in the Project Monitoring & Evaluation Plan
- Describe on-going implementation efforts
- Describe the evidence collection process
- Discuss successes and barriers to implementation of the project's goals
- Include a summary of the raw data and examples of the data collection tools used when applicable
- Be brief! Keep the progress summary concise – provide just enough information to give an outside reader a sense of what is happening on the ground (50 – 150 words per goal)

6-Month Draft Monitoring & Evaluation Report

The 6-Month Draft Report will serve as an initial draft for the final report, to be submitted 12 months after team's departure. It should provide a narrative analysis of the qualitative and quantitative data uncovered in the data gathering process. The report should consider the data in relationship to:

- Achievement of the project's goals, particularly changes in knowledge, skills, and mindsets relative to the goals.
- Discuss possible reasons for the extent of progress towards the project's goals.
- Include a summary of the raw data and examples of the data collection tools used.

A typical report at this stage will be 1200 – 1500 words (4 or 5 pages of text), and will include the following sections:

- 1) Introduction and Summary of the Five-Year Vision
 - Copying directly from the Program Development Plan is fine for this section.
 - Make note of any changes that have emerged since the Plan was written.
- 2) Program Activities and Indicators
 - Describe the project activities, explaining any variances from what was originally planned.
 - Demonstrate how evidence that the activities occurred was gathered and preserved.
- 3) Program Outputs and Indicators
 - Describe the project outputs and note any differences with what was expected.
 - Demonstrate how output evidence was gathered and preserved.
 - Note how project deliverables are being used by the organization.
- 4) Evaluation
 - Discuss progress towards the programmatic goals, noting any challenges or necessary modifications in the implementation.
 - Identify areas in which Team4Tech could provide additional support in achieving programmatic goals.
- 5) Notes and Recommendations
 - Provide any additional comments and suggestions in this section. These may be ideas for later consideration, such as during the next project, or descriptions of relevant contextual factors not otherwise explained.
 - Summarize any post-project survey data or other monitoring results as appendices to the report.

1-Year Final Monitoring & Evaluation Report

The Final Monitoring & Evaluation Report will typically be about 1,750 – 2,500 words (7 - 10 pages of text), and should be submitted one year after the volunteer team's departure. This report will typically build upon the draft report that was submitted six months after the team's departure, and it will include the following sections:

- 1) Introduction and Summary of the Five-Year Vision

- Copying directly from the Program Development Plan is fine for this section.
 - Make note of any changes that have emerged since the Plan was written.
- 2) Program Activities and Indicators
 - Describe the project activities, explaining any variances from what was originally planned.
 - Demonstrate how evidence that the activities occurred was gathered and preserved.
 - 3) Program Outputs and Indicators
 - Describe the project outputs and note any differences with what was expected.
 - Demonstrate how output evidence was gathered and preserved.
 - Note how project deliverables are being used by the organization.
 - 4) Program Outcomes and Indicators
 - Describe the project outcomes and note any differences with what was expected.
 - Demonstrate how output evidence was gathered and preserved.
 - Note how project outputs are contributing to the achievement of these outcomes.
 - 7) Beneficiary Impact Stories
 - Summarize the ways beneficiaries have been impacted by the Project not represented in the collected data. Share one (or more) success stories about an individual beneficiary. Be sure to include some context about the individual, his or her growth as a result of the Project, and the ultimate benefits.
 - 5) Evaluation
 - Discuss progress towards the programmatic goals, noting any challenges or necessary modifications in the project implementation.
 - Identify areas in which Team4Tech could provide additional support in achieving the programmatic goals.
 - 6) Next Project(s)
 - Refer to the Program Development Plan and describe any adjustments that could improve overall impact. Does the Five-Year Vision still make sense?
 - Is the next planned project, as written, going to help achieve that Vision? Why or why not?
 - 8) Notes and Recommendations
 - Provide any additional comments and suggestions in this section. These may be ideas for later consideration, such as during the next Project, or descriptions of relevant contextual factors not otherwise explained.
 - Summarize any post-project survey data or other monitoring results as appendices to the report.