

AFRICAN INSTITUTE OF PROJECT PLANNING AND MANAGEMENT

P. O. BOX KENYA:

***PROGRAM: POST GRADUATE DIPLOMA
IN PROJECT PLANNING AND
MANAGEMENT:***

***REGISTRATION NO: PGD003-POST
GRADUATE:***

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AREAS OF CONCERN

- ❖ *Definitions*
- ❖ *Illustrations*
- ❖ *Objectives*
- ❖ *Aims*
- ❖ *Conclusion*

References

- I. *Massie, L. (1971). Essentials of Management, Practice Hall, Eaglewood Cliffs, N.J*
- II. *Laurie M., (2007). Management and Organizational Behaviour, Pearson, New Delhi.*
- III. *Rory burke. Project management ,planning and control techniques*

SOLUTIONS FOR ASSIGNMENT TWO

1. Write a two to three-page essay to explain how project identification, project design and project planning is conducted in your organization?

The main difference between project management and general management (or any other form of management for that matter), relates to the definition of the project and what the project intends to deliver to the clients and stakeholders, Here are two well stated and eloquent definitions of project

Project is defined as a temporary endeavour undertaken to create unique product or service.

Where **temporary** means that every project has a definite end. And **unique** means that the product or service is deferent in some distinguishing way from all similar products and services” this is according to PMBOK.

OR

Project is also defined as an endeavour in which human (or machine), material and financial resources are organized in a novel way, to undertake a unique scope of work of given specification within constraints of the cost and time so as to deliver beneficial change defined by quantitative and qualitative objectives. This is according to TURNER. Project range in size, scope , cost , and time from mega international projects costing millions of dollars over many years –to small domestic projects with a low budget taking just a few hours to complete ,for examples considering the following projects like

- ❖ Career development (education and training courses)
- ❖ The transition period during which a change occurs.
- ❖ Designing and constructing a building a house or yacht
- ❖ Designing and testing a new prototype (a car or washing machine)
- ❖ The launch of a new product (advertising and marketing project)
- ❖ Implementing a new computer system (IT project or upgrade)
- ❖ Designing and implementing a new organizational structure (human resource projects)
- ❖ Planning and conducting an audit (quality management project
- ❖ Improving productivity within a target period

- ❖ Disaster recovery (limiting the damage of fires, a floods or any types of accidents)

Other distinctive features of a project design includes

- I. A start and finish** (although they may be difficult to define – the start may have crystalized over a period of time and the end may be a show phase out
- II. A life –cycle** (a beginning and an end with a number of distinct phase in between)
- III. A budget** with an associate cash – flow
- IV. Activities** that are essentially unique and non-repetitive
- V. Use of resource**, which may be from different departments and need co-ordinating.

However with the above context:

A project may be defined as a beneficial change which uses the special project management techniques to plan and control the scope of work in order to deliver a product to satisfy the client and stakeholder needs and expectations.

Therefore **project identification** is a process to assess each project idea and select the project with the highest priority

It's concerned with collection, compilation and analysis of economic data for the eventual purpose of locating possible opportunities for the investment .tools used are:

- Situation and environmental analysis
- SWOT analysis
- Problem and opportunity studies
- Resource analysis

A numeric model is usually financially focused and quantifies the project in terms of Time to repay the investment (payback) or return on investment. While non-numeric Models look at a much wider view of the project considering items such as; market Share, client retention, move to a new field, or environmental issues.

The main purpose of these models is to aid decision-making leading to project Selection. When choosing a selection model the points to consider are; realism, capability, Ease of use, flexibility and cost effectiveness. Most importantly the model must evaluate Projects by how well they meet a company's strategic goals and corporate-mission.

The following subheadings indicate the type of questions to ask:

- Will the project maximize profits?
 - Will the project maximize the utilization of the workforce?
 - Will the project maintain market share, increase market share or consolidate, market position?
 - Will the project enable the company to enter new markets?
 - Will the project maximize the utilization of plant and equipment?
 - Will the project improve the company's image?
 - Will the project satisfy the needs of the stakeholders and their political aspirations?
 - Is the project's risk and uncertainty acceptable?
 - Is the project's scope consistent with company expertise?

This list can be developed further by weighting the evaluation items. The weighting Indicates the value of the contribution to the company's strategic goals and objectives. With a numeric value for each project, the projects can be ranked in line with their Contribution to the success of the organization.

The relationship between a project's expected results and the company's strategic Goals, needs to be established. In general the kind of information required can be Quantified under the following headings as developed by **Meredith**:

- ❖ Production
- ❖ Marketing
- ❖ Financial
- ❖ Personnel
- ❖ Administration

However project planning includes:

1. Project Charter: The project charter officially acknowledges the start of the project, And should outline the purpose of the project, the beneficial changes and key objectives, Together with the means of achieving them.

2. Feasibility Study: The feasibility study develops the project charter and project Brief into a project proposal. It offers a structured approach for identifying the Stakeholders and assessing their needs. It reviews closeout reports, together with Investigating other options and alternatives to support the project's business viability

3. Scope Management: The scope of work defines what the project includes and just

as importantly, what is not included in order to meet the stated objectives?

On an engineering project, for example, the scope of work would be developed into a list of Drawings, bill of materials and specifications

Scope management also includes a closeout report to document achievements and

Opportunity to learn from mistakes.

Build Method: The build method outlines how the product will be assembled or

Implemented, for example, it considers the position of the crane and storage on a high-rise Building, or the methods of communication and data storage on an IT project.

Execution Strategy: The execution strategy considers the 'buy or make' decision.

If the product is to be purchased this is a procurement issue, but if the product is to be Made in-house this is a resource issue where the execution strategy should identify The equipment and labour pool.

Work Breakdown Structure (WBS): The WBS is one of the key scope management

Tools used to subdivide the scope of work (as outlined by the build method and the

Execution strategy), into manageable work packages that can be estimated, planned,

Assigned and controlled.

2: *Prepare and present a model project planning matrix for any project of your choice. Use the example in the Project Management manual for guidance.*

Organization Breakdown Structure (OBS): The OBS or responsibility matrix is

Setup to manage the project as outlined in the execution strategy. The OBS links the work breakdown structure (WBS), work packages to the company, department or person who is responsible for

Performing the work. The OBS can be further developed

To include delegated responsibility, level of authority and lines of communication.

Projects are often managed by a project manager and project team that is specially setup for

The project and disbanded on completion. The integration of the project team and

Company departments is often through a matrix structure where the project team

Overlays the company's hierarchical structure - achieving 'buy-in' by all stakeholders

Is critical for the project to be successful.

The main components of the WBS are:

- Structure

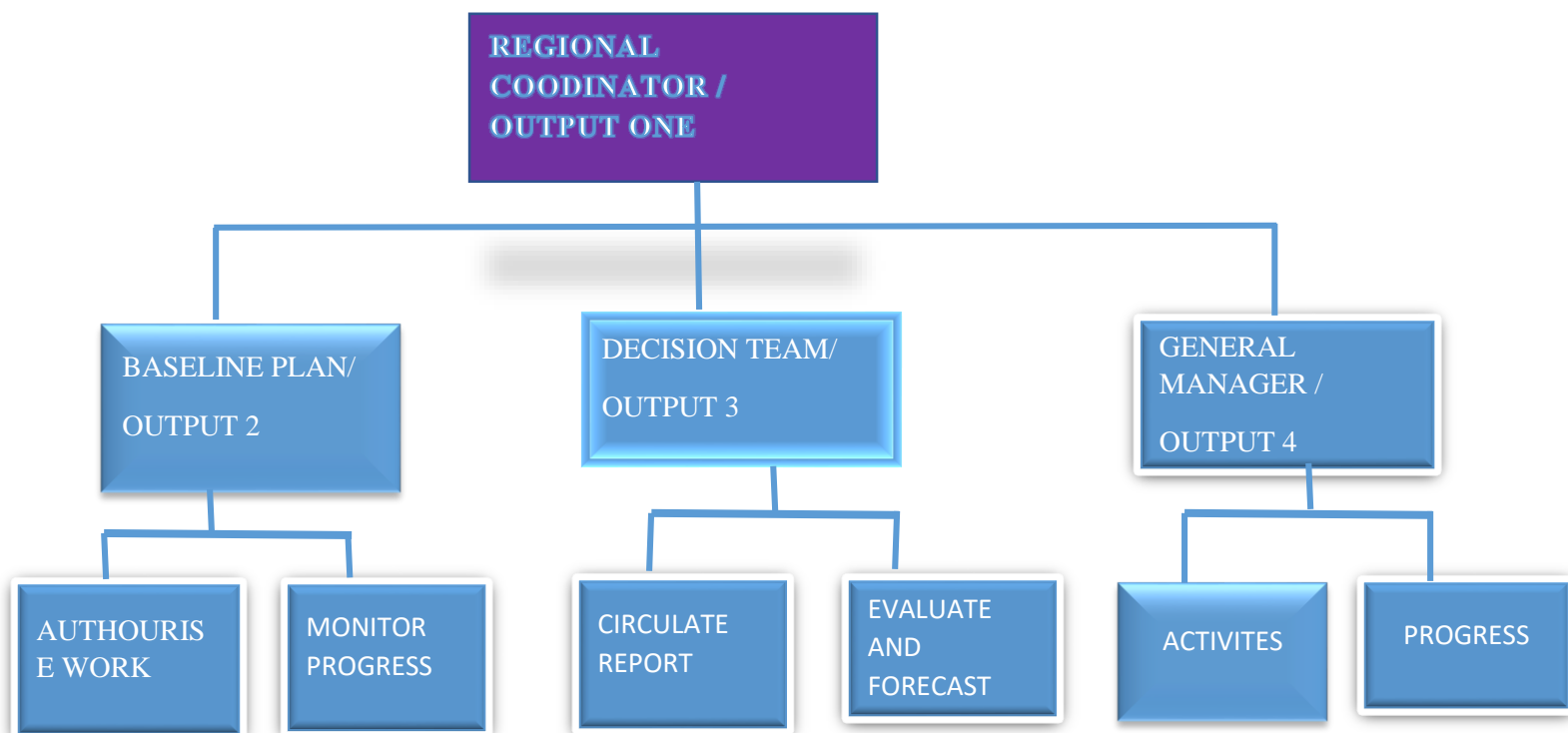
- Methods of subdivision
- Numbering or coding system
- Level of detail
- Number of WBS levels
- Roll-up
- Integrating the WBS/OBS to assign responsibility.

The analysis steps make it possible to draw a project planning matrix (ppm). The ppm is a matrix of four columns and four rows providing sixteen squares for a comprehensive description of a project .ppm shows both the projects logical structure (the links between the inputs /activities and the objectives to be achieved under assumptions), and its major quantitative data.

The ppm is used in two ways:

- ❖ In the **planning process**: ppm forces the planner to constantly check whether the project design is plausible and consistent.
- ❖ In **deciding on the project and in executing it**: ppm facilitates the communication among all parties on the ‘why” and the “how “of the project monitoring based on common understanding.

PROJECT NAME: AFRICAN PEST MANAGEMENT NETWORKS



OVERALL GOAL

The overall goal tells us the higher level objective(s) to which the project is expected to contribute to.

The overall goal of the African pest management network was as identified

DAMAGE TO TREES AND FOREST PRODUCTS BY PESTS CONTAINED WITHIN
ECONOMICALLY, SOCIALLY, AND ENVIRONMENTALLY ACCEPTABLE LEVELS

PROJECT PURPOSE

The project purpose describes the intended impact or the anticipated benefits as a precisely stated future condition the project is expected to achieve and only contributes to the overall goal.

The longer term purpose of the project was defined as:

REGIONAL NETWORK FOR EFFECTIVE AND SUSTAINABLE PEST MANAGEMENT
ESTABLISHED

The shorter purpose was defined as:

REGIONAL COORDINATION MECHANISM FOR PEST MANAGEMENT ESTABLISHED

Results /outputs

The result / outputs are expected as objectives which the project management must achieve and sustain. The combined impact of the following results were considered as appropriated and sufficient to achieve the project purpose:

1.	Network coordination and management system established
2.	Information flow in the region improved
3.	Availability of key resources improved
4.	Improved pest management systems successfully introduced where needed
5.	Regional mechanism for assisting the minimization and spread of pests established
6.	Appropriate policies recommended

Activities

Activities necessary to achieve the results/outputs were listed.

Activities are expressed as actions

For each output, the necessary activities that needed to be carried out were developed and put in the ppm

Output 1

For a network coordination and management system to be established, the following activities were recommended:

- Draft charter, proposal, appoint interim coordinator, define membership criteria and establish secretariat
- Organize information flow plans, organize steering committee meeting
- Organize training
- Prepare proposals
- Pursue funding (internal and external)
- Establish links with international organizations
- Coordinate national coordinators
- Disburse funds

Output2

For information flow in the region to be improved the following activities were recommended:

- ❖ Encourage quick response to correspondence and improve electronic links between scientists
- ❖ Prepare lists of recommended text books for key libraries
- ❖ Make available appropriate technology with training for searching large literature bases
- ❖ Prepare regular updates of key research activities and organize surveys and consolidates knowledge on existing survey of pests, of tress, grown on the their nature range
- ❖ Organize quick rapid awareness campaigns for existing and potential pest outbreaks
- ❖ Survey the needs and requirements of tress growers

Outputs 3

For access to key resources to be improved the following activities were recommended:

- ❖ Prepare and submit well documented proposals to attract support from donors, government, and private industry (and partnership)
- ❖ Organize regional and national training courses
- ❖ Mobilize resources for surveys of unknown pests in their native range
- ❖ Identify scholarships and selection of suitable candidates
- ❖ Improve diagnostic services through training and awareness of extension, taxonomic expertise

Output 4

For improved pest management systems to be successfully introduced where needed the following activities were recommended:

- ❖ Establish good communication links between pest management practitioners
- ❖ Compile and provide on pest management measures to policy makers and planner
- ❖ Assist in training of field personnel
- ❖ Assist in establishment of pest and tress health monitoring systems
- ❖ Monitoring the effects of pest control measures

Output 5

For regional mechanism for assisting with minimization and spread of pests to be established the following activities were recommended:

Develop linkages in regard to plant quarantine networks
Provide expert input on forest pest in development of equal standards for trans-boundary
Prepare and distribute, provide lists of pest with high potential for introduction
Organize workshop to design and coordinate monitoring systems for new pests
Promote diversification of tress species which meet specific end uses so as to minimize over reliance of a few plantations species
Design and conduct training for plant inspection services to detect and interrupt forest pests

Outputs 6

For appropriate policies to be recommended: the following activities were recommended

Compile and report existing data on socio-economic impacts of forest pests in the region
Draft a model policy statement to reflect need for health forests and integration of protection from pests into management plans
Design and conduct publicity campaigns to call attention to forest pests and their impacts.
Encourage government to coordinate in regional endeavours help arrest t- boundary spread of forest pests

Important assumptions which was made:

The project management must continuously monitor and influence, as far as possible, any external factors which may adversely affect the attainment of the stated objectives.

2: Prepare and present a simple Log Frame for a Community Project of choice.

SAMPLE LOGFRAME

This is an example of what a log frame might look like after concerns about the use of **corporal punishment and child recruitment in armed force (child soldiers) in a particular community in south Sudan** have led a child rights organization to consider a programme intervention.

NAME OF PROJECT: A CHILD RIGHTS ORGANIZATION IN SOUTH SUDAN

COMMUNITY: MUNDRI –WESTERN EQUATORIAL –AMADI STATE

YEAR: 2019 –JAN TO 2022-JAN

DURATION: 3 YEARS

PROJECT PURPOSE: Religious communities demonstrate knowledge about the impact of corporal punishment on child development and wellbeing.

The child rights organization first carries out a situation analysis that shows many community members holding deeply rooted beliefs in the benefits of strong discipline, including corporal punishment, to a child's development. Interviews and focus groups reveal many references to religious teachings in support of these practices. What is also emphasized in the data collected is the influential role played by religious leaders in much of daily life in the community. They are cited as some of the most trusted people in the community.

Interviews, Focus group discussions with religious leaders show differing perspectives on corporal punishment, ranging from support to strong disagreement with its use. A few leaders indicate that they have wanted to address the issue but were not sure how.

Based on the results of the situation analysis the child rights organization sees there is an opportunity to work with some religious leaders who can use their status and networks to address the issue at the household and community levels. The programme is jointly designed with religious leaders to provide them with information, support and training, which they will use to work within their religious communities to discuss the importance of not harming children and seeking alternative, non-violent methods of discipline.

	Objective statements	Indicators	Baseline	Target	Assumptions
Goal	Measurable reduction in the use of corporal punishment in community X.	% change in number of children self-reporting experience of corporal punishment in the school or home. % change in the number of parents who express belief that corporal punishment should be minimized.			
Objective1	Effective participation of religious leaders in actions to reduce the use of corporal punishment within their communities	Measurable change in attitudes and expectations towards corporal punishment that adults in the community attribute to religious leaders' influence. Measurable change in knowledge about the negative impacts of corporal punishment that adults in the community attribute to religious leaders' influence.			Religious communities and child protection actors are able to and want to partner to address corporal punishment

Result area 1.1	Religious communities demonstrate knowledge about the impact of corporal punishment on child development and wellbeing	Measurable change in knowledge on issues of violence against children including corporal punishment. Demonstrated ability to communicate accurate information about corporal punishment/violence against children.			Attitudinal and behavioral change will lead to more effective actions
Activity 1.1.1	Capacity-building activities tailored to religious communities	# of activities # of individuals participating (male/female)			Capacity-building activities will be effective in leading to measurable increases in knowledge, attitude and behaviour
Sample sub-activities	Development of methodology for situational analysis and knowledge and attitude assessment	Tool/methodology developed			Specific methodologies probably do not exist and will have to be developed with some input of expertise and review of existing methodologies
	Situation analysis conducted	Report of situation analysis			Thorough understanding of situation, assets and challenges will enhance programme effectiveness

	Knowledge and attitude assessment of target population	Report of assessment activities			Effective assessment will contribute to more appropriate and effective capacity-building
	Analysis of assessment results and development of recommendations on proposed technical assistance activities and resources needed	Final report of assessment and recommendations			
	Development of capacity building strategy and implementation plan	Strategic implementation plan document			Plan will accurately reflect the needs, resources and interests of stakeholders, and will have had their input
	Development of capacity building materials (e.g., training materials)	# and type of materials			
	Implementation of capacity-building interventions	# and type of activities # of males and/or females participating Baseline documentation			Technical assistance may not always take the form of training workshops – there may be more effective forms of

	Objective statements	Indicators	Baseline	Target	Assumptions
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					capacity-building Members of religious communities, traditional leaders and youth are able to, and want to learn good practice principles of child protection and explore how they can participate in effective child protection
	On-going monitoring of discreet activities	Monitoring reports			Programmes need ongoing monitoring and evaluation to ensure programme quality Monitoring and evaluation should be a transparent and participatory process
	Evaluation at end of intervention, focusing on lessons learned	Evaluation report, analysis against baseline			
Result area 1.2	Religious communities design and implement activities	# of planned activities implemented			Implementing agreed upon action items that come out of facilitated dialogue will contribute to increased participation of

					stakeholders in further and more effective dialogue
Activity 1.2.1	Facilitation of community discussions on corporal punishment within their community	# of discussions held # of participants by group (age and gender disaggregated)			Proposed activities will be able to be implemented given the operating environment, available resources, community willingness to participate, etc.
Sample sub-activities	Development of methodology for facilitation process	Tool/methodology developed and agreed upon			Methodologies do exist, though may need to be adapted and need to be agreed on by all partners
	Communication with community leaders and youth to organize dialogues	Report of dialogue activities			Effective reporting will contribute to more appropriate and effective interventions
	Analysis of results of dialogues and key action points to implement	Final report of dialogues			
	Plan follow up activities around key action points from dialogues	Strategic implementation plan document			Plan will accurately reflect the needs, resources and interests of stakeholders, will have had

					their input and will be appropriate to the situation
	Implement action points from dialogues	# and type of activities # of males and/or females participating groups (traditional leaders, religious leaders, youth, parents, etc.)			Conditions and motivation will allow for the implementation as planned
	Ongoing monitoring of discreet activities	Monitoring reports			Programmes need ongoing monitoring and evaluation to ensure programme quality Monitoring and evaluation should be transparent and participatory
	Evaluation at end of intervention, focusing on lessons learned	Evaluation report, analysis against baseline			
Activity	Incorporation of	# and type of actions			Well-planned and appropriate
	Objective statements	Indicators	Baseline	Target	Assumptions
1.2.2	Messages about corporal punishment in religious activities (e.g. worship services, rites and rituals, holidays and festivals, etc.)				advocacy campaigns contribute to enhanced child protection Advocacy actions will be appropriate to context and developed in a participatory

					and representative fashion
Sub-activities	Assessment of message priorities	Baseline of beliefs, attitudes and knowledge of members of community			Effective assessment will contribute to more appropriate and effective interventions
	Development of messaging strategies and specific activities	Strategic implementation plan document			
	Development of advocacy campaign materials	# and type of materials			Plan will accurately reflect the needs, resources and interests of stakeholders, will have had their input and will be appropriate to the situation
	Carrying out messaging activities during specified time period	# and type of activities # of males and/or females participating Baseline documentation			Appropriate resources are available
	Ongoing monitoring of discreet activities	Monitoring reports			Conditions will allow for the implementation as planned
	Evaluation of activities	Evaluation report			Programmes need ongoing monitoring and evaluation to

					ensure programme quality Monitoring and evaluation should be transparent and participatory
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Assumptions

The project management must continuously monitor and influence, as far as possible, any external factors which may adversely affect the attainment of the stated objectives.

4. *Prepare and present a simple project Work plan summarizing Project objectives, activities and implementation schedule in a Gant Chart format*

NAME OF PROJECT: HEALTH AID ACTION (HAA)-SOUTH SUDAN

DURATION: 3 YEARS

TARGET: CHILDREN BETWEEN 2MONTHS TO 15 YEARS OF AGE

YEAR: 2019 –JAN TO 2022-JAN

Project Goal: To cost effectively improve the oral health of low-income children who receive primary care in a community health center by piloting a model that integrates oral health promotion and prevention activities into the routine primary care of low-income children.

OUTCOME #1: Children receive accurate oral health assessment and oral health education from medical providers (family physicians/pediatricians, family practice residents, and nurse practitioners) at well-child visits.

OUTCOME #1 WORKPLAN

<i>Activity</i>	<i>Inputs</i>	<i>Time Frame</i>	<i>Responsible Person</i>	<i>Anticipated Outputs</i>	<i>Progress Reporting (Complete for Progress Report Only)</i>
CRFHC staff dentist in collaboration with faculty pediatrician develops curriculum	<ul style="list-style-type: none"> staff dentist pediatrician 	1/19 – 1/19	Haskins Jones	Curriculum developed	
Dentist and pediatrician jointly provide two one-hour training sessions	<ul style="list-style-type: none"> dentist pediatrician providers' time 	1/19– 02/19	Smith	2 training sessions held 15 people trained	
Dentist provides one-on-one training to medical providers in the well-child setting	<ul style="list-style-type: none"> dentist providers' time for training 	03/19-03/20	Smith	15 providers given one-on-one training	
Revise Graphical Encounter form to include oral health assessment, oral health education, topical fluoride application procedures	<ul style="list-style-type: none"> IT support person pediatrician 	03/20	Haskins Jones	Graphical Encounter Form revised	
Collate information from Graphical Encounter Form	<ul style="list-style-type: none"> Thelma Jones 	03/20-06/20	Haskins Jones	Data collated monthly	

OUTCOME #1 EVALUATION PLAN

<i>Outcome #1: Outcome Indicator(s)</i>	<i>Data Collection Method and Timeframe</i>	<i>Evaluation Results (Complete for Progress Report Only)</i>
<ul style="list-style-type: none"> 75% of children receive oral health assessment and oral health education from clinic medical providers at their well-child visits 100% of clinic medical providers demonstrate accurate oral health assessment during well-child visits 	<ul style="list-style-type: none"> Encounter Form (ongoing after training) Staff dentist will observe all medical providers during well-child visits using standard observation tool (one month and three months after training) 	

OUTCOME #2: Children receive topical fluoride applications from medical providers at well-child visits.

OUTCOME #2 WORKPLAN

<i>Activity</i>	<i>Inputs</i>	<i>Time Frame</i>	<i>Responsible Person</i>	<i>Anticipated Outputs</i>	<i>Progress Reporting (Complete for Progress Report Only)</i>
Obtain topical fluoride and associated supplies.	<ul style="list-style-type: none"> Dental Clinic Coordinator money for supplies 	11/19	Joe Smith	Supplies obtained	
Recruit and hire dental hygienist	<ul style="list-style-type: none"> Community Health Director 	11/19	Joe Smith	Hygienist hired	
Dentist trains pediatrician and nurse practitioner(pilot clinical team) to apply topical fluoride	<ul style="list-style-type: none"> dentist pediatrician nurse practitioner 	12/19	Joe Smith	Dentist and nurse practitioner trained	
Pilot clinical team provides topical fluoride applications during well-child visits	<ul style="list-style-type: none"> pilot clinical team 	1/20-4/20	Joe Smith	30 children per week receive topical fluoride applications from pilot clinical team	
Hygienist coordinates evaluation of the project and works with pilot clinical team and pilot oversight team to identify any issues of pilot implementation	<ul style="list-style-type: none"> hygienist pilot clinical team pilot oversight team 	1/20-4/20	Joe Smith	5 meetings held and evaluation data collected.	
Hygienist works with medical providers and pilot clinical team to improve implementation process	<ul style="list-style-type: none"> hygienist pilot clinical team 	4/20-5/20	Joe Smith	Implementation process improved.	

<i>Activity</i>	<i>Inputs</i>	<i>Time Frame</i>	<i>Responsible Person</i>	<i>Anticipated Outputs</i>	<i>Progress Reporting (Complete for Progress Report Only)</i>
Dentist trains additional clinical teams	<ul style="list-style-type: none"> hygienist pilot clinical teams 	05/20-06/20	Joe Smith	3 clinical teams trained	
Hygienist provides on-going consultation and support to clinical teams	<ul style="list-style-type: none"> hygienist 	05/21-06/21	Joe Smith	Support provided to clinical teams as needed	

OUTCOME #2 EVALUATION PLAN

<i>Outcome #2: Outcome Indicator(s)</i>	<i>Data Collection Method and Timeframe</i>	<i>Evaluation Results (Complete for Progress Report Only)</i>
<ul style="list-style-type: none"> # of children receiving topical fluoride applications 	<ul style="list-style-type: none"> Project Records 	

OUTCOME #3: Children and parents are more knowledgeable about oral health and caring for their teeth.

OUTCOME #3 WORKPLAN

<i>Activity</i>	<i>Inputs</i>	<i>Time Frame</i>	<i>Responsible Person</i>	<i>Anticipated Outputs</i>	<i>Progress Reporting (Complete for Progress Report Only)</i>
Order toothbrushes, paste, and floss	<ul style="list-style-type: none"> ▪ money to purchase supplies ▪ Dental Clinic Coordinator 	1/21 – 06/21	Thelma Jones	Supplies obtained (2,000 of each)	
Develop and print attractive copies of oral hygiene instructions	<ul style="list-style-type: none"> ▪ Program Secretary ▪ money for printing 	12/21	Thelma Jones	1,000 copies printed	
Make up packets for distribution at well-child visits	<ul style="list-style-type: none"> ▪ hospital volunteers 	01/22-06/22	Thelma Jones	1,000 packets made up	
Distribute packets to children/parents at well-child visits	<ul style="list-style-type: none"> ▪ receptionist 	02/22-06/22	Thelma Jones	1,000 education packets distributed	
Develop and conduct telephone survey of parents	<ul style="list-style-type: none"> ▪ Thelma Jones 	7/22and 5/22	Thelma Jones	10% of parents surveyed	

OUTCOME #3 EVALUATION PLAN

<i>Outcome #3: Outcome Indicator(s)</i>	<i>Data Collection Method and Timeframe</i>	<i>Evaluation Results (Complete for Progress Report Only)</i>
<ul style="list-style-type: none"> 80% of parents who have received oral health assessment and education during well-child visits report that they know about good oral health practices 80% of parents whose children have received oral health assessment and education during well-child visits report that their children's teeth are appropriately cared for (brushing, flossing, etc.) 	<ul style="list-style-type: none"> Phone interviews of random sample of 30 parents (annually) Phone interviews of random sample of 30 parents (annually) 	

OUTCOME #4: [Note: This is an example of a dissemination outcome] Knowledge about and interest in the medical-dental collaborative model increases.

OUTCOME #4 WORKPLAN

<i>Activity</i>	<i>Inputs</i>	<i>Time Frame</i>	<i>Responsible Person</i>	<i>Anticipated Outputs</i>	<i>Progress Reporting (Complete for Progress Report Only)</i>
Share data and discuss with hygienist, pilot clinical team, and pilot oversight team	<ul style="list-style-type: none"> Thelma Jones Hygienist Pilot clinical team 	03/22-06/22	Thelma Jones	Needed improvements and next steps identified	

<i>Activity</i>	<i>Inputs</i>	<i>Time Frame</i>	<i>Responsible Person</i>	<i>Anticipated Outputs</i>	<i>Progress Reporting (Complete for Progress Report Only)</i>
	<ul style="list-style-type: none"> Pilot oversight team 				
Develop and disseminate report on the model	<ul style="list-style-type: none"> Thelma Jones Community Health Director 	04/22-05/22	Thelma Jones	Report written and disseminated to the Endowment, Endowment grantees, and other interested stakeholders	
Provide training on implementing the model to interested community health centers	<ul style="list-style-type: none"> Thelma Jones Community Health Director 	02/22-06/22	Thelma Jones	2 trainings held	

OUTCOME #4 EVALUATION PLAN

<i>Outcome #4: Outcome Indicator(s)</i>	<i>Data Collection Method and Timeframe</i>	<i>Evaluation Results (Complete for Progress Report Only)</i>
<ul style="list-style-type: none"> At least 3 community health centers receive additional information or consultation to implement the model 	<ul style="list-style-type: none"> Project Records (ongoing) 	

OUTCOME #5: [Note: This is an example of a sustainability outcome] Sustainability of the project is ensured.

OUTCOME #5 WORKPLAN

<i>Activity</i>	<i>Inputs</i>	<i>Time Frame</i>	<i>Responsible Person</i>	<i>Anticipated Outputs</i>	<i>Progress Reporting (Complete for Progress Report Only)</i>
Develop processes to bill Healthy Kids Gold and Healthy Kids Silver for topical fluoride application as allowable	Joe Smith	01/22	Joe Smith	Billing processes developed.	
Once pilot is complete, and if determined to be successful, work with local hospital to obtain commitment to provide topical fluoride application	Joe Smith	05/22	Joe Smith	Commitment obtained from local hospitals.	
Once pilot is complete, and if determined to be successful, work with health center dental clinic to obtain dentist's time for new ongoing provider education	Joe Smith	05/22	Joe Smith	Dentist's time obtained.	

OUTCOME #5 EVALUATION PLAN

<i>Outcome #5: Outcome Indicator(s)</i>	<i>Data Collection Method and Timeframe</i>	<i>Evaluation Results (Complete for Progress Report Only)</i>
<ul style="list-style-type: none"> • Commitments made by various stakeholders (Healthy Kids, hospital, health center dental clinic): <ul style="list-style-type: none"> ○ Hospital for fluoride ○ CHC for dentist's time ○ Value and type of other in-kind or financial resources for project 	<ul style="list-style-type: none"> • Project Records (ongoing) 	

THE END