

3.0 THE P PROCESS

Learning Objectives

By the end of chapter 3.0, the reader will be able to:

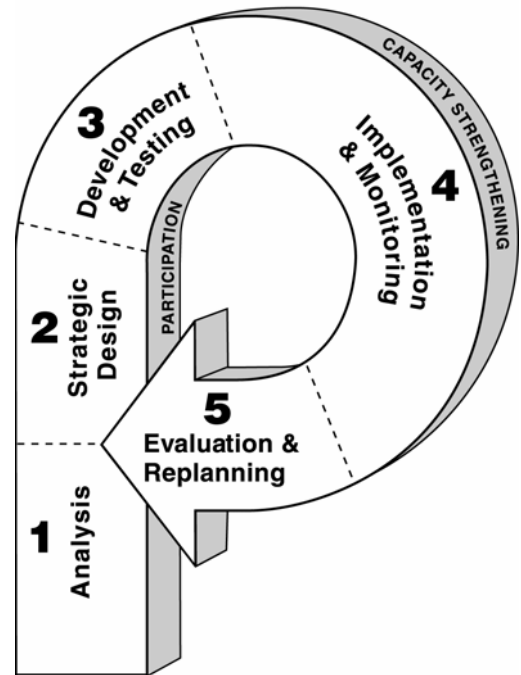
1. Define the P Process.
2. Understand the 5 steps of the P Process.

Developing an IPC program, or any BCC program for that matter, is a systematic and strategic process. The P Process is a step-by-step framework that outlines BCC program design from development to impact. It serves as a road map to guide you from the first idea of a focused and specific intervention within a given target group to the completed program with demonstrated impact. The P Process was developed to aid in the strategic design of effective BCC projects. This section outlines the general process of communication program development. Subsequent chapters of the manual will demonstrate how to use this process to design IPC programs specifically.

The P Process incorporates five steps:

1. Analysis
2. Strategic design
3. Development & Testing
4. Implementation & Monitoring
5. Evaluation & Replanning

Each of these steps is outlined as a step along the P pathway.



Analysis

Analysis is the first step in developing effective communication programs. It involves:

1. *Situation Analysis*
It is important then to develop an understanding of the health problem by reviewing existing health and demographic data, survey results, study findings, and any other data sources to ensure you have a solid understanding of the basic health, social, or economic problem. After you have segmented by need, you will be able to select the right target group.
2. *Audience/Communication Analysis*
Analysis of the audience involves understanding the geographic, demographic, economic, cultural and social factors that shape target

- group behavior. This can also include understanding differences in knowledge, attitudes, practices, age, sex, literacy, income, life-style, or values. Developing a segmentation table by OAM (opportunity, availability, and motivation) determinants can help with this process.
3. *Current programs & policies*
Analysis of current programs and policies involves knowing what current health programs are going on in your country to address a particular health issue as well as knowing on a global scale what other health programs have been successful working with a specific target group on a given behavior. It also involves understanding what is legal and determining what supplies and services are available, as well as any weaknesses in service delivery.
 4. *Leading organizations*
Analysis of leading organizations involves identifying public or private organizations that have the ability and experience to carry out a communications program and exploring potential collaborative relationships.
 5. *Communication capacity*
When appropriate, analysis of communication capacity involves an assessment of the reach and costs of communication activities. It may also involve an exploration of the media and communication habits of target group members.
 7. *Research*
Carry out formative research to understand the target audience with regard to the health problem or behavior in question. Conduct baseline research to establish the status quo and to provide the basis for comparison when evaluating program impact. Assessing the knowledge, attitudes, skills, and behaviors of participants at the individual level will help guide program activities. It may also be helpful to identify social networks, socio-cultural norms, self-efficacy, or community dynamics at the community level.

SWOT Analysis

Conducting a SWOT (strengths, weaknesses, opportunities, threats) analysis can help clarify steps 3-5 of the Analysis step in the P Process. A SWOT analysis can help clarify organizational capacity by allowing the identification of internal strengths and weaknesses regarding target group access, behavioral issues, logistics, and M&E capacity among others. A SWOT analysis can also help identify external opportunities, such as what donors are likely to fund, as well as external threats, such as how local politics may impact reaching a particular group.

Strategic Design

Strategic design involves making key decisions about program objectives, positioning of the communication program, the type of media and activities that will be used, an implementation plan, and evaluation. Your strategic design should be centered around the behavior change or behavioral activity in question.

1. *Program Objectives*
It is important to clarify communication program objectives. These objectives should be measurable, relevant to the health problem in question, and realistic in terms of the target population.
2. *Positioning*
Positioning involves designing the communication program to ensure that the intended audiences are reached, and to ensure that mechanisms are in place so that the adequate message is delivered or the appropriate service is promoted. By knowing and listening to your intended audience, you can create a specific image or marketing niche for services, products, or health behaviors.
3. *Activities*
Determine what the precise communication activities will be. Select the appropriate media and determine the structure of any interpersonal or small group activities. Be sure to take into consideration program components such as community mobilization, social networks, service providers, etc. Activities should be centered around the behavior change in question. It is important to explicitly outline how your activities strategy will address behavior change and behavioral determinants, as well as knowledge, attitudes, and intentions.
4. *Implementation Plan*
Outline management and all staff responsibilities. Prepare a line item budget. Develop a work schedule with benchmarks to monitor progress as well as a regular reporting system.
5. *Monitoring & Evaluation Plan*
Identify indicators and data sources to monitor program implementation. The monitoring and evaluation plan should include a timeline and description of data collection activities, the development of log frame indicators and dashboard tables, as well as a plan for data analysis.

The strategic plan should be formally written into a document that all program staff has agreed upon. This will ensure that all staff are working from a common starting point and can serve as documentation for project activities.

Development & Testing

In this phase of communication program development, message concepts are developed, materials are pre-tested with target groups and revised accordingly, and final materials are produced. Although message development should be guided by the analysis and the strategic design steps in the program development process, it is important to also incorporate an emotional pull and artistry to help impact target group members. It may be helpful to get input from health professionals to ensure that technical information is accurate.

Test program concepts with stakeholders and representatives of the target audience. Follow concept testing with detailed pre-testing of materials. Pre-

testing allows planners to test messages and materials with target groups to find out what works, and what doesn't work. Pre-testing should be carried out prior to production to ensure message and program content is clear and effective. It is important to test both verbal and non-verbal materials, which may be easily misunderstood. Subsequently, materials that are not understood, relevant, or are controversial or offensive to target group members should be revised accordingly. Where time and budgets allow, revised materials should be retested among target groups.

Implementation & Monitoring

Implementation involves not only initiating program activities, but also implementation of structured program management. Although management is central to all the steps of the P Process, establishing the necessary management and coordinating structures, assigning clear responsibilities to staff and setting up reporting mechanisms to encourage communication and feedback from the field to program managers is essential to a successful communication program. Management, program, and field staff should go through the appropriate trainings to build institutional capacity and to ensure that the program runs smoothly. Develop a dissemination or action plan for program activities. Link these activities to service delivery if appropriate. Monitor outputs and activities, to ensure quality and consistency, and respond rapidly to feedback to correct problems and make improvements to program operations.

Evaluation & Replanning

Evaluation measures how well a program achieves its objectives. Evaluation plans should be designed during the strategic planning phase of program development. Use evaluation methodologies to measure program impact on target groups knowledge, attitudes, and behaviors. Evaluation can also be used to assess cost-effectiveness of the program. Using a mix of evaluation methodologies (e.g. both quantitative and qualitative) can help provide a more in-depth understanding of program impact. Disseminate evaluation results to participants, partners, donors, or experts in the field to demonstrate success and garner support for future programs.

Evaluation results will help demonstrate where follow-up is needed and where program activities can be extended. Based on evaluation findings, program planners may choose to continue a program, building on proven strengths, and correcting any weaknesses. Programs may be scaled up into new geographic areas, to focus on a new service, or to address new audiences and goals.

To scale-up, it is necessary to plan early on in the program development stages for the potential resources needed for longer term implementation. Planning for long-term sustainability may involve mobilizing governments, additional donors, service providers, or commercial resources. Promoting

service integration is a good way to maintain communications programs. Building coalitions or advocacy groups to promote the health problem can also help generate support.

Communication is an on-going process, not necessarily a one-time effort or a product. Significant, sustained changes in attitudes, behaviors, or community norms require time and repeated effort. The P Process, therefore is continuous and cyclical. It builds systematically on experience and adjusts to changing needs.