

Chapter Two: Planning Your Project

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Introduction

Now that you've got a sense of some of the necessary steps in engaging your community and identifying the mental health issue that you want to focus on, you have to move on to the specifics. How do you go from identifying the issue to taking action on that issue? How are

you going to make the desired changes happen?

The answer lies in careful planning -- the essential step of figuring out how to get from 'here' (where we are now) to 'there' (where we'd like to be). In this section we'll look at some of the key points you need to cover in order to plan a successful mental health promotion initiative in your community.

Planning is a way to organize actions that will lead to the fulfillment of a goal.
Community Tool Box, Chapter 6, Section 4

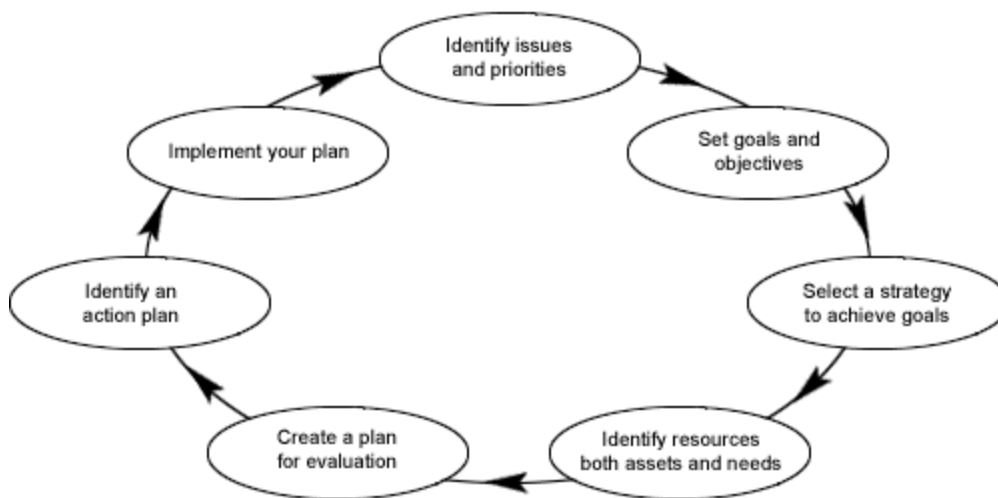
Developing a plan should help you to answer the following three questions:

- What am I trying to achieve?
- What am I going to do?
- How will I know whether I've been successful?

Once begun, it is best if the planning process continues through the life of your initiative. It might be helpful to envision the planning process as cyclical, much like the model we presented in the introduction to describe the whole process of promoting mental health in your community. The following planning model (figure 2) can serve as a framework to guide your planning process.

This model, which describes the stages in the planning process, is an elaboration of the planning step of the larger mental health promotion model we presented earlier.

Figure 2:



There are a few key points to note when using the model to help you plan your mental health promotion initiative.

The first point is that the arrows lead you around in a circle. This is because, as you carry out your plan and evaluation, you will probably find things that make you rethink and change your original ideas. For example, once your plan is underway, you may find your objectives are too ambitious and need to be scaled down.

The second point to keep in mind is that this model provides direction and a frame on which to build, but need not be followed exactly. Planning is often not a tidy process. You will be continually reviewing and modifying your plan, and the planning model will simply help to keep you on course.

Steps In The Planning Process

You may choose to form a planning group, or you may continue to work with the original group that came together to form the initiative. Once you've convened that group, you should start to think about the steps you must take to take action on the analysis of community resources and needs. Your plan should start with the information and ideas you have already gathered, and accommodate the new information that the group will develop while brainstorming about your initiative's objectives and strategies.

Step 1: Identify Issues And Priorities

Before you can begin to promote the mental health of people in your community, you have to have a clear idea of the specific issue to focus on. A clear, compelling issue is necessary to ignite interest and provide a focus.

The issue unifies the energy and identity of the group -- it defines the situation in a way that suggests clarity of purpose and of action. It helps participants stay on track. Without a specific issue for people to rally around, a mental health promotion project can easily lose a sense of direction.

There may be a long list of community mental health needs that you would like to respond to, but you can't do it all with one project. You have to have a clear view of what specific needs you're responding to, and what your priorities are. Determining your priorities can be a difficult process because there are a multitude of mental health issues you could potentially focus on and many of them are interconnected.

The tools included at the end of Chapter 1 can help you tease the issues apart and determine which one should be the focus of your mental health promotion project.

Step 2: Set Goals And Objectives

There are various words that people use to describe what they want to achieve -- aims, objectives, targets, goals, mission, purpose, vision, achievement, results, product, outcomes.. . Although each term might mean something slightly different to different people, most would agree that these words all describe various ways of defining what it is you are trying to do, and how you will know if you've been successful.

It helps to put these terms into different groupings, from the general to the specific, from the lofty to the concrete:

VISION
MISSION
GOALS
OBJECTIVES
INDICATORS

Vision, Mission & Goals

The process of developing your vision, mission and goals is an extremely important part of planning your initiative. It helps to define the issue, solidify the commitment and leadership of the planning group, and legitimizes to your group's efforts.

It's important that the whole group decides on your vision, mission and goals, not just one or two members. Since they will be involved early in the process, members of your planning group will develop a true sense of ownership and loyalty to the initiative. They will have a personal investment in the success of the project.

Vision

Your vision describes your dream, the way things ought to be. Developing a vision will help you to engage partners, obtain resources, and encourage community participation. It will also help to keep you on track during the planning process.

The vision of the Helping Skills Project included statements like "People in communities have the interest and aptitude to help each other". "Enhancing peoples' natural helping abilities builds community capacity to address mental health needs".

Mission

Your mission describes your statement of purpose: what you are going to do, and why. The mission describes your special task, and states what the specific motivation which brings together all those people to accomplish the task.

Together, the vision and mission define your group's common purpose. They inspire you to turn your dreams into reality.

The mission of the Helping Skills project was to build the capacity of communities to respond to the distress caused by the cod moratorium and other social changes by strengthening people's natural abilities to support and help each other.

Developing a vision and mission with your group is the first step in planning your project. The best way to begin is by holding a brainstorming session to get as many ideas and opinions on the table as possible. You will want to start with a broad base of information, and zero in on the issue as you move through the planning process together.

Goals

Although the terms "goals" and "objectives" are often used interchangeably, they are not the same; there are important differences between them. A goal describes the eventual destination you hope to reach, and objectives refer to what kind of steps you will take to get there. You want to be sure that your goals reflect your dreams, as well as the context and reality of the community.

Your goal describes what you are trying to do in general terms. Goals are:

- global in nature: they encompass all aspects of the project and provide general direction;
- generally not measurable;
- long-term.

The goal for the Helping Skills project was to create a new helping resource - a network of volunteers trained in the essential skills of helping who could provide understanding, support, and a confidential listening ear to people who turn to them for help or are referred to them by professionals.

Objectives

Your objectives are much more specific than goals. Objectives describe what you're aiming at, and provide particular information about how much change is sought, of what kind, and by when.

What Are Objectives?

Objectives represent smaller steps than project goals -- steps that, if completed, will lead to reaching your goals. Your objectives can serve as intermediate markers of your progress, and are closely linked with developing your evaluation, which we'll talk about later.

Your objectives should be:

Specific -They should indicate several things: What is to be achieved? By how much? By when?

Challenging -They should stretch you to set your aims on efforts that are important importance to the community.

Attainable - On the other hand, objectives should be both realistic and achievable within the to the community.

Measurable -They should be identified in terms that are as measurable as possible, including specific targets? (e.g. # of people reached, jobs created, etc.).

Relevant -They should be consistent with your vision, mission and goals.

Timed -Your objectives should contain a timeline by which they will be achieved.

Why Create Objectives?

Although it may seem like a lot of work, there are several good reasons to set objectives.

- Objectives can serve as a marker to show you (and your community, funders, and others) what your mental health promotion initiative has accomplished.
- Objectives can help you prioritize your goals as you begin your work.
- Objectives serve to re-emphasize your mission through the process of change that your initiative brings about. This helps you and those who you are collaborating with to work together effectively towards the same goals.

It's a good idea to create objectives when you are trying to tackle an issue or problem that is multifaceted, such as improving the mental health of people in your community.

Setting objectives can help you and your group to tease out the various strands of your specific mental health issue, making it more manageable. Your objectives can become useful motivators and effective tools to bring a complex community mental health issue within your grasp.

How Do You Create Objectives?

The process of creating objectives is fairly straightforward, and involves four basic steps.

Look at the “big picture”

It begins by revisiting your original vision, mission and goals, so that you see the “big picture” that your objectives will fit into.

The Helping Skills project sought to strengthen the capacity of community members to respond to distress by enhancing their natural helping abilities.

Identify changes

The second step in creating realistic objectives involves determining the changes that need to be made. You can figure these out by:

- returning to your vision, mission and goals to see what you want to change;
- brainstorming with other members of your group to see what changes need to be made in order to reach your goals, both short and long-term;
- identifying the people who need to become involved, both those in a position to contribute to a solution and those who experience the problem or issue on a day-to-day basis;
- identifying which sectors or groups within your community can help you fulfill your goals.

Having defined what they wanted to accomplish, (mission and goal) CMHA sought guidance from knowledgeable resource people about how this could be carried out. They decided on a train-the-trainer process, and identified the would need in order to connect with communities and potential trainers. Community Health Board members and employees had strong networks in their local communities and were well positioned to assess problems and appropriate solutions, as well as to promote the project and Community Health Boards as the partners they recruit volunteers.

Collect data

The third step in creating your objectives consists of collecting baseline data on the mental health issue that you are addressing. Baseline data reflects the current situation in the community with respect to the mental health issue you have decided to focus on. It helps you measure the boundaries of the issue.

CMHA's previous project, A Needs Assessment for Self-Help, provided the base-line data for the Helping Skills project. While it can be difficult to get precise data on community mental health issues, the need for helping skills had been widely identified both by health

professionals and by communities themselves. For example, in one community more than 200 km. from the nearest mental health counsellor, 78% of people who completed a questionnaire said that they, or someone they knew would benefit from counselling.

Baseline data provide the starting points against which you can measure how much progress you have made. Later in the life of your mental health promotion initiative, when you are asked, “What have you accomplished?” you will be able to provide a clear and specific response.

There are several ways to collect baseline data. You can collect your own baseline data for the information related to the specific mental health issue you want to address in your initiative. You can gather this information using surveys, questionnaires and personal interviews. We'll talk more about baseline data in Chapter 5: Evaluating your project.

You can also use information that has already been collected. Public libraries, local government, social service agencies, local schools or health departments may already have the information you want. especially if similar work has been done previously in your community.

Set the objectives

The fourth step is to set the objectives for your initiative. Once you have collected some baseline data, you can decide on what short-term goals and objectives are realistic and feasible for you to achieve. Remember, objectives refer to specific measurable results. They should help you to track how and how much change has occurred.

The objectives of the Helping Skills project were built on its goal, but provided a concrete indication of how that goal would be reached:

- to develop and pilot a “train the trainers” program for service providers which will enable them to facilitate the learning of effective helping skills by community volunteers;
- over an 18 month period, to establish a corps of trainers and volunteer helpers with the skills to appropriately refer or otherwise assist people with emotional or social needs;
- to use and teach others how to use a mentoring model to teach skills in areas such as active listening, empathy and setting boundaries, focusing on learning from personal experience through small group discussion, role play and debriefing.

Indicators

For each of your objectives, you need to identify criteria, or indicators, which will provide reliable and valid measures to show you if you're making progress toward your objectives. By gathering “before” and “after” statistics on your chosen indicators with baseline data, you can use them to help you determine whether your initiative made a positive difference in your community.

The indicators for the Helping Skills project included:

- number of people who had completed the training program;
- number of referrals to the volunteer helpers;
- number of volunteer helpers who used their training to assist others.

Step 3: Select A Strategy To Achieve Your Goals

A strategy describes how you are going to get things done. It is less specific than an action plan (which tells the who, what and when); instead, it tries broadly to answer the question, "How do we want to get there from here?"

A good strategy will take into account existing barriers and resources (people, finances, time, and materials). It will also be in keeping with the overall mission, goals and objectives of the initiative. Often, a mental health promotion initiative will use many different strategies - enhancing support, removing barriers, providing resources, etc. - to achieve its goals.

Objectives outline the aims of your initiative - what success would look like in achieving your mission. In contrast, strategies suggest paths to take (and how to move along) on the road to success. That is, strategies help you to determine how you will realize your mission and objectives through the nitty-gritty world of action.

What Should Your Strategy Do For Your Initiative?

Strategies for your mental health promotion initiative should meet several criteria. Strategies should:

Give overall direction

A strategy, such as increasing opportunities and resources or enhancing coping skills, should point out the overall path without dictating a specific narrow approach.

Fit resources and opportunities

A good strategy takes advantage of current resources and assets, such as people's willingness to act, or a tradition of self-help and community pride. It also embraces new opportunities such as emerging public concern for specific mental health issues.

Minimize resistance and barriers

New initiatives that propose to change attitudes and circumstances often meet with some degree of resistance from the community. This can be especially true of initiatives which focus on mental health. The lingering stigma that surrounds many mental health and illness-related issues may make mental health promotion initiatives particularly prone to opposition. Creative strategies can help to attract allies and deter opponents.

Reach those affected

To address the issue or problem, strategies must connect the initiative with those it's designed to benefit.

Advance the mission

Taken together, are the strategies likely to make a difference in terms of reaching your goals and objectives? Are you casting your net wide enough by including several different strategies?

Why Develop Strategies?

Developing strategies is a way to focus your efforts and figure out how to get things done. By doing so, you will be able to:

- take advantage of resources and emerging opportunities;
- respond effectively to resistance and barriers;
- use your time, energy and resources more efficiently.

Developing strategies is the essential step between figuring out your objectives and making the changes you'll need to reach them.

How Do You Develop Strategies?

Similar to the process that you followed in setting your mission, goals and objectives, developing your strategy involves brainstorming and talking to community members. You might want to organize a brain-storming meeting with members of your group and members of the community.

Some of the questions you will want to keep in mind during your brainstorming process are:

- What resources and assets can be used to help achieve the mission, goals and objectives?
- What obstacles or resistance exist that may make it difficult to achieve your goals? How can you minimize or get around them?
- How can you involve as many different sectors of the community as possible?
- What are community members going to contribute to reaching the goals of the initiative?
- What kind of strategies have other communities developed to take action on similar issues?

In the case of Helping Skills, the strategies chosen reflected the goals and objectives of the project. The major strategy of the project was to draw out and build on the innate knowledge and skills of participants. To do this, it was necessary to:

- Connect with people with the interest and motivation to help others, who wanted to be able to help more effectively;
- Use experiential, not academic, approaches to learning;
- Find partners and facilitators who were strategically positioned to connect with and bring others on board;
- Address any concerns about using volunteers as community helper's
- Emphasize how closely the project fitted with new health policy directions of partnerships with communities and strengthening community capacity.

Step 4: Identify Your Resources - Both Assets And Needs

Accumulating resources is an essential part of expanding your options for action and increasing your ability to move effectively into taking action. There are a wide variety of resources that may be helpful to you in planning your mental health promotion initiative. They include people, facilities, services, material resources and policies.

What Kinds of Resources Will You Need?

What resources are you going to use for your mental health promotion project? Because your mental health promotion initiative can benefit from all of the potential resources that are available, it's a good idea to be as thorough as possible in making the "wish list" for your project.

Some resources may be readily available in your community (more than you might think), and some you will need to acquire.

The Needs Assessment for Community Self-Help had identified community capacity to provide support (family members supporting each other, a strong volunteer and community service tradition) as well as people in need of support.

To tap into the community support base, facilitators were needed as catalysts. Community-based service providers were well-placed to play this role -- to connect with community networks and to promote the new initiative among their colleagues.

To make the project happen, it was essential to secure the support of the new Community Health Boards who employed the potential facilitators. The fact that community development was part of the boards' mandate was strongly in the project's favour. From the outset, it was hoped that the boards would see the Helping Skills networks as a valuable community resource which they would want to sustain over the long term.

How Do You Identify And Secure Resources?

In the previous chapter, we discussed several ways of assessing the resources that are already present in your community. In the next chapter we will take a closer look at how to go about acquiring the resources you will need to support your project.

Step 5: Create A Plan For Evaluation

At the beginning of this chapter we posed three questions that are central to the process of planning your mental health promotion initiative:

- What am I trying to achieve?
- What am I going to do?
- How will I know whether I've been successful?

The third question means that you will need to include plans for evaluation in your overall plan for your project. Evaluation is an integral part of your overall plan, and shouldn't be added as an afterthought. If you plan a project, carry it out, and then think about evaluating it, it's often too late to capture the information you need to do so.

Why Develop An Evaluation Plan?

If you spend some time planning the evaluation before the project actually gets under way, you will be sure to produce an evaluation that tells you what you really want to know about your project.

It's worthwhile to develop an evaluation plan because it:

- guides you through each step of the process of evaluation;
- helps you decide what kind of information you and your stakeholders really need;
- keeps you from wasting time gathering information that isn't needed;
- helps you identify the best possible methods and strategies for getting the information you need;
- helps you come up with a reasonable and realistic timeline for evaluation;
- is required by most funders;
- will help you improve your mental health promotion initiative!

When Should You Develop An Evaluation Plan?

It's best to develop an evaluation plan before you begin to implement your initiative. The earlier you develop and begin to implement it, the better off your initiative will be, and the more positive the outcomes will be at the end. As you are developing and writing your goals and objectives, you should be anticipating the end of the project, especially since you will be relying heavily on your goals and objectives to carry out the evaluation.

Where Do You Begin?

Evaluation is a huge topic, and it can be pretty intimidating, especially to those of us who don't have an extensive background in research. It needn't be intimidating, however, because the basic techniques that you will need to conduct an effective evaluation of your initiative are really very straightforward.

Your evaluation should address the simple questions that are important to your community, your partners, and your funders. The following five key evaluation questions can be applied to a variety of different project activities. Seeking answers to these five key evaluation questions¹ will help guide the evaluation process throughout your project

1. What?

Did we do what we said we would do?

2. Why?

What did we learn about what worked and what didn't work?

3. So what?

What difference did it make that we did this work?

4. Now what?

What could we do differently?

¹ Adapted from The Program Evaluation Tool Kit: A Blueprint for Public Health. Ottawa: Ministry of Health 1996

5. Then what?

How do we plan to use evaluation findings for continuous learning?

We will return to these questions in Chapter 5, where we will look more closely at developing the specific questions that will guide your evaluation.

Who Are Your Stakeholders, And What Do They Want To See In An Evaluation?

For your evaluation to be effective and helpful in terms of finding out the kind of information that you want to know, it should be designed specifically to fit the needs of your stakeholders, and the realities of your project.

Each type of stakeholder will have a different perspective on your project, and will want to know different things in the evaluation. It would be helpful to take some time to brainstorm about who your stakeholders are, and what they might want to know about the evaluation, before you begin making your evaluation plan.

- **Community stakeholders** are people like you, volunteers and staff of community agencies who are involved in your initiative. They are all those people in your community who could benefit from or contribute to your project. Most often, community stakeholders will want to use the results of the evaluation to guide them in making decisions about the project, and where they are putting their efforts.
- **Funders** are those people or organizations that donate financial and in-kind resources to your project. Most funders want to know how their money is being spent, so you'll find that they often have specific evaluation requirements². Generally speaking, though, most funders are interested in knowing how many people were reached and served by the initiative, as well as whether the initiative had the community-level impact it intended to have.
- You may have decided to work with **University or College-based researchers** on your mental health promotion project. Not all groups will have access to, or desire to collaborate with outside researchers³ and evaluators. Those who do choose to work with research teams will have an additional stakeholder, with their own concerns, ideas and questions for the evaluation. Researchers may be interested in finding out whether any improvements in community mental health were a result of your initiative. They might also want to study the overall structure of your initiative to identify the conditions under which these improvements were achieved.

You and your stakeholders will probably be making decisions that affect your initiative based on the results of your evaluation. Your evaluation should therefore yield honest and accurate information - it should be structured in such a way that it captures both the successes and limitations of your initiative. Planning well in advance is one way to ensure that your evaluation meets everyone's expectations.

² Each funding agency has a unique approach and demands, so you'll have to check those out specifically. We'll talk more about funders' requirements in Chapter 3: Securing Resources.

³ Contact departments of social services and social work, and community health at local colleges and universities to find out about research and evaluation teams that may be interested in collaborating with your project.

Step 6: Identify An Action Plan

What is An Action Plan?

Developing an action plan is the next step in the process of turning your ideas about promoting mental health in your community into reality. An action plan describes the ways that you will use your strategies to meet your objectives. An action plan consists of a number of action steps or changes to be brought about in your community.

Why Develop An Action Plan?

Developing an action plan is a crucial stage in the overall planning of your mental health promotion initiative. There are many good reasons to work through the details by creating an action plan before you actually take action.

Builds credibility

Having an action plan lends credibility to your initiative; it shows members of the community (including funders) that you are well organized and dedicated to getting things done.

Keeps you grounded

Going through the process of developing your action plan helps to ensure that you have a realistic understanding of what is and isn't possible for your project to accomplish, and also that you don't overlook any important details.

Saves time, energy and resources

Although developing an action plan takes some time, in the long run it will save you time, energy and resources.

Ensures greater accountability

Having a detailed list of action steps that provides explicit information about the who, what, when and how, will ensure greater accountability in your project. It will increase the chances that people will do what needs to be done.

How Do You Develop An Action Plan?

Your action plan will be an invaluable tool if it provides a complete list of the steps that need to take place, is written in a clear and straightforward manner, and reflects the larger context in which you are operating (e.g. emerging opportunities and barriers).

Much like creating your mission, goals and objectives, developing your action plan is an activity best done with the group of people who will steer your initiative. This may be a fairly small group at first, but will grow as you move from defining and analyzing the issue to taking action on that issue.

With your planning group, think about the steps you need to take to carry out your objectives:

- What actions or changes will occur?

- Who will carry out these changes?
- By when will they take place, and for how long?
- What resources are needed to carry out these changes (funding, time, etc.)?
- Who should know about these changes?

Your initial discussions will probably be about the issue and the contemplation of action then they are about any particular action. It can be difficult to move from analysis and information gathering and into action for several reasons -- the potential risk of failure, and the fear of tackling a complex mental health issue before you have much experience working as a group.

There is a delicate balance between taking immediate action and acting without a clear sense of the overall direction of the effort when your group is thinking about what kind of action to take, it's a good idea to consider the following questions:

- What is likely to happen if we take this particular action?
- Whom might we unintentionally harm?
- Whom might we unintentionally provoke?

By thinking through these questions with your group and developing a clear action plan, you may head off some of the unintended, perhaps unpleasant consequences of acting without a careful plan.

When Should You Develop An Action Plan?

Ideally, you should develop your action plan near the beginning of the life of your project, after you have determined the mission, goals, objectives and strategies of your group. This way, it will provide you with a blueprint for running your project.

Once you've developed your action plan, don't shelve it. Display it prominently so that you can refer to it often, and update and revise it to fit the changing needs of your project and community.

Step 7: Implement Your Plan

Your action plan clearly sets out the tasks that need to be done and who has been assigned to carry them out. You want to make sure that the action plan you've worked so hard on is going to be followed, but you are also aware that many of the people who are involved in your initiative are volunteering their time and energy. How can you make it easier for members of your group to get things done? Here are some helpful hints:

Circulate the plan

Give written copies of the action plan to all members of your group, with clear timelines attached. This way they will be able to refer to it when they need to, and they'll also be able to provide you with feedback on the plan.

Keep in touch

Call them regularly to ask how they're doing with their tasks. The call will be much more effective if it's supportive, rather than demanding, in tone. The person calling can offer some emotional support as well as see if the group member needs any other assistance. This type of friendly call can be helpful in several ways: it can give the member the sense that he or she is an important part of the group, and it can serve to gently remind that person to do what they agreed to do.

Report regularly

Ask members to report on accomplishing the tasks that they have set out to do. This could become a regular, and valuable, part of your group meetings. Together the group can brainstorm ideas about how to overcome the barriers that certain members are encountering in trying to accomplish their tasks.

Celebrate!

Make sure to recognize and celebrate the accomplishments of your group. Keep track of what (and how well) you've done.

This chapter summarizes information found in the Community Tool Box, Chapter 6. Section I through 5, which address the planning process in more detail. You can find these resources online at <http://ctb.lsi.ukans.edu/ctb/c6>

Summary

- There are many good reasons to take the time to think through your vision, mission, goals and objectives -- it helps to give direction to your project, helps to build ownership among group members, and provides the groundwork for eventual program evaluation.
- Developing a plan should help you to be clear about what you are trying to achieve, how you are going to achieve it, and how you will know if you've been successful.
- Brainstorming with members of your group is an essential part of the planning process.
- Developing a thorough plan before taking action will help your group to determine potential obstacles and strategize about how to get around those obstacles.
- It's important to think about and plan for evaluation right from the beginning of your project

Tips For Successful Planning

Keep any initial actions taken by your group small scale and concrete. This will help you to make progress by putting ideas into action while drawing supporters to your initiative.

People work best in a relaxed and welcoming environment. You can help achieve this by:

- making meetings a place where people feel like they are being listened to and where their ideas are valued, and where constructive criticism may be openly voiced. To help meet these goals, you might want to make some "ground rules" so people feel free to express themselves (e.g. one person speaks at a time, no interrupting, speaker's list, etc.);

- providing refreshments such as drinks and snacks - a very simple and effective way of making people feel welcome;
- asking members to escort each other home or to the subway or bus, if the meeting runs late;
- wherever possible, covering expenses of attending meetings, transit fare, babysitting, etc.

Checklist

- Your group has defined its vision, mission, goals, objectives, indicators, strategies and action plans.
- Each of your objectives is specific, measurable, ambitious while being realistic, and relates directly to the original project goals.
- Your mental health promotion project mobilizes, enhances and expands these local capacities.
- You have identified the resources you will need to take action.
- You have made plans to evaluate your project.
- You are promoting group ownership and pursuit of goals.
- You are collecting baseline data on the mental health issue that your project will address.

Annotated Resource List

Health promotion planning: an educational and environmental approach. 2nd edition. Green, L.W., and Kreuter, M.W. Mountain View, CA: Mayfield, 1991.

This book provides the foundations of health education and promotion, as well as developments in policy, research and practice. It emphasizes an initial educational approach but expands to include the political, managerial and economic actions needed in health promotion using the PRECEDE-PROCEED model. Topics include quality of life, epidemiological, behavioural and environmental assessments; educational, organizational and policy diagnosis; and applications in community, school and health care settings.

Organizing: A guide for grassroots leaders. Kahn, S. New York: McGraw Hill, 1981, revised 1991.

The chapters in Kahn's easy-to-read book are broken down into many subsections. Each subsection addresses a particular question such as "What makes a good issue?" and "How to get people to come to a meeting". You don't need to plow through the whole book to find material relevant to your situation.

Planning program development and evaluation: A handbook for health promotion, aging and health services Timmreck TC. Massachusetts: Jones and Bartlett, 1995.

A concise, accessible book which provides a thorough orientation to the methods used to plan, implement and evaluate health promotion initiatives. The book is structured around a ten-step planning model, with each chapter corresponding to a particular step. All of the chapters contain a set of learning objectives, key planning questions, and an overview of key concepts and methods to guide the reader through each stage of the program development process.

Program planning for health education and promotion. 2nd edition. Dignan, M.B., Cat-r, PA. Philadelphia: Lea and Febiger, 1992.

This useful book provides a straightforward model for planning, developing, implementing and evaluating programs. Topics include community analysis and definition of target groups.

Roots to power: A manual for grassroots organizing. Staples, L New York Praeger, 1984.

Roots to Power is a good text on nuts-and-bolts organizing. It is especially good on recruiting, strategies and action plans, and dealing with counter-tactics. Top practitioners have contributed special sections on meetings, memberships, coalitions, public relations, negotiating, action ideas, and carrying out action plans.

Mental Health Promotion Tool Kit. Taking action: Working together for positive change in your community. Amen E.Toronto: Self Counsel Press, 1992.

Taking Action is a very useful book on grassroots organizing in a Canadian context. The author, Elizabeth Amen organized the battle to save her Toronto Island neighbourhood from the bulldozer, and went on to become a member of the Toronto City Council Taking Action is easy to read, full of examples and practical tips not found in other books.

The program evaluation tool kit: A blueprint for public health. Ottawa: Ontario Ministry of Health. 1996.

This practical, step-by-step guide to evaluating programs is presented in a series of short modules with simple explanations and specific tools. It includes examples from health promotion programs, and worksheets for each step both in hard copy and on disk. An order form can be obtained from Debora Dover at the Ontario Ministry of Health: doverde@rmoc.on.ca Tel: (6 13) 724-4 122 x3752 Fax: (6 1 3) 7244 152.