



Conflict-Sensitive Development Strategies Action Plan Exercise

Building Capacity to Utilize Sustainable Development Principles in National Policy-Making
LOCATION
DATE



Objectives

- Guidance Notes objectives:
 - **Communicate principles** of conflict-sensitive development
 - **Mutually promote** sustainable development and peacebuilding
- Action Plan exercise:
 - **Address** identified challenges
 - **Integrate** these principles into activity planning
 - **Begin** a larger problem-solving process to improve development and peacebuilding efforts in *the country*

This slide: (1) reminds the participants of the purpose of the Guidance Notes and then (2) summarizes the purpose of the Action Plan exercise within that.



Process

- Action Plan Matrix process on the workshop agenda
 - Filling out the worksheet
 - Presentation and discussion
 - Follow-up
- Work in break-out groups and plenary sessions
 - Emphasis on group work
 - Minimal facilitation
 - Ground rules

- REVIEW THE WORKSHOP AGENDA AND EXPLAIN THE SESSIONS FOR THIS EXERCISE:
Action Plan Matrix process on the workshop agenda
 - SESSION 12: Brainstorming and planning and filling out the worksheet
 - SESSION 13: Presentation and discussion
 - SESSION 14: GENERAL Follow-up – THE PARTICIPANTS WILL DISCUSS STEPS THEY WANT TO TAKE AFTER THE WORKSHOP
- REVIEW THE METHODS FOR CONDUCTING SESSIONS 13 AND 14: Work in break-out groups and plenary sessions
 - THE PROCESS SHOULD BE CREATIVE, BUILDING NEW IDEAS AND EXCHANGING INFORMATION: Emphasis on group work
 - PARTICIPANTS WILL LEAD THEMSELVES: Minimal facilitation
 - REMIND THE PARTICIPANTS TO UPHOLD THE GROUND RULES (HANDOUT 2C) WHEN THEY WORK IN GROUPS: Ground rules

Process

DON'T BE FORMAL: This is not a formal or official proposal you are preparing in these "action plans" – you are starting a conversation on important components of conflict-sensitive development planning

SHARING THE RESULTS: The results are those of the group of participants – they can be circulated outside of the workshop if the participants feel this would be appropriate and useful

BE CREATIVE: This activity is to think about important issues that are currently under-pursued, under-investigated, under-considered in the country's sustainable development policy

INVENT SOLUTIONS: If the perfect answer is not immediately evident then invent it (e.g., if the data does not exist then suggest what it *should be and who should provide it*)

- THESE POINTS ADD TO THE GROUND RULES
- READ THROUGH THESE POINTS ON HOW THE PARTICIPANTS SHOULD WORK TOGETHER TO BUILD THEIR ACTION PLANS
- EMPHASIZE THAT THESE METHODS WILL HELP PARTICIPANTS LOOK AT PROBLEMS IN NEW WAYS AND FIND NEW IDEAS FOR SOLUTIONS

One-Country Workshop: Action Plan Matrix

DELETE SLIDE IF CONDUCTING A MULTI-COUNTRY WORKSHOP

ONE –COUNTRY WORKSHOP ACTION PLAN MATRIX

PILLAR:								
PILLAR OBJECTIVE:								
Challenge Category #	Intervention Action	Agent of Change	Output	Outcome Indicator	Baseline Data	Target	Sources of Verification	Completion Date

- DELETE THIS SLIDE IF YOU ARE CONDUCTING A MULTI-COUNTRY WORKSHOP**
- SHOW THE PARTICIPANTS THE WORKSHEET THEY WILL BE USING
 - IF THEY WILL USE LAPTOPS, EXPLAIN HOW THAT PROCESS WILL WORK
 - TELL THE PARTICIPANTS THEY WILL SET UP THEIR GROUPS AND THEIR LAPTOPS AFTER THIS PRESENTATION IS OVER
 - IF THEY WILL USE THE HARD COPY OF THE WORKSHEETS, ASK THE PARTICIPANTS TO ORGANIZE THEIR IDEAS ON SEPARATE PIECES OF PAPER WHEN NEEDED
 - EXPLAIN THAT IN BOTH CASES – WITH COMPUTER OR HARD COPY WORKSHEETS – THE OUTCOMES OF THIS EXERCISE SHOULD BE WRITTEN OUT FOR THE WORKSHOP RECORD SO THAT FUTURE READERS WILL UNDERSTAND THE NOTES

**Multi-Country Workshop:
Sample Action Plan Matrix**
DELETE SLIDE IF CONDUCTING A ONE-COUNTRY WORKSHOP

MULTI-COUNTRY WORKSHOP ACTION PLAN MATRIX

GROUP:									
GROUP OBJECTIVE:									
Country	Challenge Category #	Intervention Action	Agent of Change	Output	Outcome Indicator	Baseline Data	Target	Sources for Data Verification	Completion Date

- DELETE THIS SLIDE IF YOU ARE CONDUCTING A ONE-COUNTRY WORKSHOP**
- SHOW THE PARTICIPANTS THE WORKSHEET THEY WILL BE USING
 - IF THEY WILL USE LAPTOPS, EXPLAIN HOW THAT PROCESS WILL WORK
 - TELL THE PARTICIPANTS THEY WILL SET UP THEIR GROUPS AND THEIR LAPTOPS AFTER THIS PRESENTATION IS OVER
 - IF THEY WILL USE THE HARD COPY OF THE WORKSHEETS, ASK THE PARTICIPANTS TO ORGANIZE THEIR IDEAS ON SEPARATE PIECES OF PAPER WHEN NEEDED
 - EXPLAIN THAT IN BOTH CASES – WITH COMPUTER OR HARD COPY WORKSHEETS – THE OUTCOMES OF THIS EXERCISE SHOULD BE WRITTEN OUT FOR THE WORKSHOP RECORD SO THAT FUTURE READERS WILL UNDERSTAND THE NOTES

Action Plan Working Groups: Brainstorming and Planning

- ADAPT THIS SLIDE BASED ON TYPE OF WORKSHOP:
 - For a ONE-COUNTRY WORKSHOP: Working groups will develop one line item for each challenge in their pillar.
 - For a MULTI-COUNTRY WORKSHOP: Working groups will develop one line item per country in their group. This line item will be inspired by the pillar challenges they selected in Session 7.

•BEFORE EXPLAINING WHAT THE PARTICIPANTS SHOULD ENTER INTO EACH COLUMN (NEXT SLIDE), THE PRESENTER SHOULD SAY:

•WORKING GROUPS WILL BE SET UP AT THE END OF THE PRESENTATION

•**For a ONE-COUNTRY WORKSHOP:** Working groups will develop one line item for each challenge in their pillar.

OR

•**For a MULTI-COUNTRY WORKSHOP:** Working groups will develop one line item per country in their group. This line item will be inspired by the pillar challenges they selected in Session 7.

Action Plan Working Groups: Filling Out the Worksheet

- **CHALLENGE CATEGORY #:** What is the challenge category that the participants want to address for this line item in the action plan exercise?
- **INTERVENTION ACTION:** There are many problems within each challenge category. What can be done to address these problems? In this cell of the matrix name at least one sustainable development activity that could address one of these problems.
- **AGENT OF CHANGE:** An agent of change needs to be identified for each activity. Ask yourself: Who should lead the activity? Who has knowledge and capacity to lead the activity? Who would be interested in leading the activity? An agent of change should be an organization from within the country being discussed (not a UN or other foreign or external agency).
- **OUTPUT:** What do you want each action to produce? Immediate outputs of the action could be a policy, agreement, infrastructure, etc.
- **OUTCOME INDICATOR:** What do you want each outcome to produce? The outputs should generate desired social, environmental, economic outcomes that support peacebuilding.
- **BASELINE DATA:** What is the current measurement of this problem you are trying to fix? This will be a statistical measurement. For example: poverty level, employment rate, liters of potable water/per capita, hectares of degraded land.
- **TARGET:** What is your goal for increasing or reducing the baseline measurement?
- **SOURCES FOR DATA VERIFICATION:** From where can we get the base line and target data? Name the organization that collects this data.
- **COMPLETION DATE:** By what date do we want to complete this activity and achieve our projected target? Choose a date based on your assumptions of what needs to be done to achieve your target and based on what you think is achievable.

- EXPLAIN THE CATEGORIES THAT LABEL THE COLUMNS ON THE WORKSHEET SO THAT PARTICIPANTS KNOW HOW TO FILL OUT THE WORKSHEET
- THESE INSTRUCTIONS ARE ALSO PROVIDED ON HANDOUT 11A, WHICH SHOULD HAVE BEEN DISTRIBUTED TO PARTICIPANTS AT THE BEGINNING OF SESSION 11

One-Country Workshop: Sample Action Plan Matrix

DELETE SLIDE IF CONDUCTING A MULTI-COUNTRY WORKSHOP

SAMPLE
ONE-COUNTRY WORKSHOP ACTION PLAN MATRIX

PILLAR: Economic Recovery and Transformation

PILLAR OBJECTIVE: To transform the economy to meet citizens needs by leveraging the domestic private sector, improving youth employment, investing in infrastructure for economic growth, addressing fiscal monitoring issues for microeconomic stability, and improving agriculture and rural participation.

Challenge Category #	Intervention Action	Agent of Change	Output	Outcome Indicator	Baseline Data	Target	Sources of Verification	Completion Date
1-Poverty, marginalization and vulnerability	<ul style="list-style-type: none"> Enhance access to information Promulgate local content law Identify growth corridors Prioritize infrastructure development 	<ul style="list-style-type: none"> Country's business association Religious community leaders Relevant government ministries 	<ul style="list-style-type: none"> Enhanced decision-making Changes in perception Sustainable employment driven by competitive small business enterprises 	<ul style="list-style-type: none"> Improved frameworks for business decisions Socio-economic and social policy improvements 	81% poverty rate	45% poverty rate	<ul style="list-style-type: none"> Ministry of Planning and Economic Affairs Country's statistical bureau 	June 2016
2 - Unsustainable exploitation of natural resources and environmental deterioration	<ul style="list-style-type: none"> Enforce monitoring and evaluation of environmental law Enhance capacity for environmental regulators 	<ul style="list-style-type: none"> Concessionaires and large companies Environmental protection agency Forest authority 	<ul style="list-style-type: none"> Compliance on environmental protection laws Better monitoring and enforcement of environmental laws 	<ul style="list-style-type: none"> Sustainable exploration of natural resources Improved biodiversity Preservation of ecosystems 	2.2% annual deforestation rate	50% reduction in deforested land	<ul style="list-style-type: none"> Environmental protection agency Forest authority Ministry of Planning and Economic Affairs 	September 2015
6-Poor economic performance, limited fiscal resources, and disruption of infrastructure and public services	<ul style="list-style-type: none"> Rehabilitate infrastructure Revise policies to increase taxes Create more growth corridors to meet emerging needs 	<ul style="list-style-type: none"> Ministry of Finance Ministry of Planning and Economic Affairs Ministry of Public Works National Central Bank 	<ul style="list-style-type: none"> Attraction of value-added industries Increase in exports Increase in national government revenue 	<ul style="list-style-type: none"> Reduction in unemployment Reduction in poverty Appreciation of national currency 	81% poverty rate Current unemployment rate TBD Currency value TBD	45% poverty rate Current unemployment rate TBD Currency value TBD	<ul style="list-style-type: none"> Ministry of Finance Ministry of Planning and Economic Affairs National Central Bank 	January 2017

DELETE THIS SLIDE IF YOU ARE CONDUCTING A MULTI-COUNTRY WORKSHOP

- HANDOUT 11C WILL GIVE SOME EXAMPLES TO THE PARTICIPANTS – THIS IS HOW THE WORKSHEET HAS BEEN FILLED OUT BEFORE
- THIS HANDOUT SHOULD HAVE BEEN DISTRIBUTED TO PARTICIPANTS AT THE BEGINNING OF SESSION 11

Multi-Country Workshop: Action Plan Matrix

DELETE SLIDE IF CONDUCTING A ONE-COUNTRY WORKSHOP

SAMPLE

MULTI-COUNTRY WORKSHOP ACTION PLAN MATRIX

GROUP: Country A, Country B, Country C

GROUP OBJECTIVE: To resolve natural resource management challenges that can contribute to instability

Country	Challenge Category #	Intervention Action	Agent of Change	Output	Outcome Indicator	Baseline Data	Target	Sources for Data Verification	Completion Date
A	2 – Unsustainable exploitation of natural resources and environmental degradation	Improve food security in water scarce locations	Country's Water Authority Country's Ministry of Agriculture Community agriculture groups/water user associations	Improved irrigation efficiency (equipment and practices) Local access/use of "green" agriculture inputs	Improved food production Reduced seasonal risk More efficient water consumption	Average monthly food production rates for 3 year period Local malnutrition rates	In low months, monthly food production rates by 15% Move local malnutrition rates	Ministry of Agriculture Ministry of Health	September 2015
B	2 – Unsustainable exploitation of natural resources and environmental degradation	Reduce environmental impacts of mineral mines	Mining companies Country's Ministry of Mining	Cleaner mining practices and technology Safe waste disposal More compliance with governmental laws	Reduced land and water pollution/high mining locations Reduced effects on public health and local livelihoods	Level of toxins in the watershed, area land and water supply Rate (I and % in population) of related illnesses in affected area Rate of care (# and % in population)	Reduce toxin levels to safe standards per World Health Organization Reduce new illnesses by 60% Increase healthcare to 100%	Ministry of Mining Water Authority and water utilities Environmental Protection Agency	June 2015
C	2 – Unsustainable exploitation of natural resources and environmental degradation	Improve forest conservation and security in border regions	Country's Department of Forestry Border security	Reduce illegal timber trafficking and charcoal dependence Replant in deforested areas Stronger and less corrupt border control	Sustainable forest regrowth and forest protection in affected areas	Deforestation rate Alternative fuel use rate Border official salary payments	Halve the deforestation rate Increase alternative fuel use by 65%	Department of Forestry Environmental Protection Agency	April 2014

DELETE THIS SLIDE IF YOU ARE CONDUCTING A ONE-COUNTRY WORKSHOP

- HANDOUT 11E WILL GIVE SOME EXAMPLES TO THE PARTICIPANTS – THIS IS HOW THE WORKSHEET HAS BEEN FILLED OUT BEFORE
- THIS HANDOUT SHOULD HAVE BEEN DISTRIBUTED TO PARTICIPANTS AT THE BEGINNING OF SESSION 11

Action Plan Working Groups: Presentation and Discussion

Reconvene as a large group and share action plans with all participants:

- After each presentation, the participants will:
 - Provide input and ideas to the presenters
 - Make changes and additions to their presented plans
 - Build consensus among each other
- After all presentations, the participants will identify overlaps in their plans
 - Also, revise any duplication between the Action Plans [IN ONE-COUNTRY WORKSHOPS ONLY]
- Action plan implementation:
 - How would you implement your plan?
 - How would you collaborate on implementation?

****THIS SLIDE SHOULD AGAIN BE PROJECTED FOR SESSION 13****

•THE PRESENTER SHOULD REMIND THE PARTICIPANTS:

- EVERYONE WILL RECONVENE FOR SESSION 13
- EACH GROUP WILL PRESENT THEIR WORKSHEET
- AFTER EACH PRESENTATION, PARTICIPANTS WILL THEN ASK QUESTIONS AND PROVIDE RECOMMENDATIONS TO IMPROVE EACH OTHER'S ACTION PLANS
 - Provide input
 - Make changes and additions
 - Build consensus – IN ONE-COUNTRY WORKSHOPS THIS WILL IMPROVE OWNERSHIP AND ACTION FOR RESULTS, IN MULTI-COUNTRY WORKSHOPS THIS WILL SUPPORT GROUP LEARNING
- AFTER ALL PRESENTATIONS, THE PARTICIPANTS WILL THEN DO SOME SYNTHESIS
 - THEY WILL BE ASKED TO POINT OUT OVERLAPS BETWEEN THE PLANS
 - IN ONE-COUNTRY WORKSHOPS ONLY**, THEY WILL REVISE ANY DUPLICATIONS BETWEEN THEIR ACTION PLANS TO IMPROVE EFFICIENCY
- LAST, THE DISCUSSION WILL GO AROUND THE ROOM AND ASK EACH PILLAR WORKING GROUP (FOR ONE-COUNTRY WORKSHOPS) OR EACH COUNTRY TEAM (FOR A MULTI-COUNTRY WORKSHOP):
 - How would you implement your plan?
 - How would you collaborate on implementation?

****THIS SLIDE SHOULD AGAIN BE PROJECTED FOR SESSION 13****