

MODULE 5:

ACTION PLAN (RE-ENTRY) DEVELOPMENT



220 minutes



MODULE OVERVIEW:

This module introduces the process of action planning. It provides the participants an opportunity to further practice group consensus based on analysis of situations as well on goals and objectives for the local government unit.



LEARNING OBJECTIVES:

By the end of this module, participants will be able to:

- Describe what an action plan is;
- Develop an understanding of the tools in action planning and the components of an action plan, and
- Formulate a re-entry plan based on outputs from previous modules.



MODULE CONTENTS:

1. Action Plan
2. Steps in action planning
3. Workshops on re-entry action plan



KEY WORDS AND CONCEPTS!

- ❖ **Action Plan:** A road map for implementing community (local government/barangay) change by identifying and specifying WHAT will be done, WHO will do it and HOW it will be done. In other words, the action plan describes what the community wants to accomplish, what activities are required during a specified timeline and what resources (money, people and materials) are needed to be successful.

An action plan

- Translates the broad guidance (principle and framework) spelled out in a strategy into concrete commitments for action
- Operationalizes strategies in relation to each other
- Is initiated, prepared, and implemented from the bottom up by actors who have the will and the necessary resources
- Can be prepared for different geographic locations and scales, and for the combinations of sectors and administrators' territories

Action plan can be characterized as being

- Purpose-specific
- Actor-specific
- Area-specific
- Time-specific
- Resource-specific
- Measurable

- ❖ **General Principles of Action Plans**

- It is not determined from outside the local government but grows/emerges from the community itself
- Avoid activities such as lecturing or teaching the people, but concentrate more on workshops as a form of discussion with the community or local government unit
- Guarantee that all relevant groups participate in the activities, particularly the women and other community groups that are forgotten.
- Facilitate input from all groups; do not allow one group or leader to dominate the discussion
- Remember that one issue might appear to be not very important for one group, but is important to another group
- It is a process for action; not a blueprint for future development

- ❖ **Climate Proofing:** It is the process of systematically undertaking an analysis on climate risk reduction and increase of adaptive capacity. By applying a climate lens, a picture could be drawn regarding the extent to which:

- a measure could be vulnerable to climate risks
- climate change risks have been considered in formulating the measure
- the measure could lead to increased vulnerability, mal-adaptation
- opportunities arising from climate change are made use of,
- pre-existing strategies and policies being revised need to be amended in order to address climate risks.

The aim of the tool is 1) to identify those activities that are **at risk to be threatened in some way by climate change** and 2) to analyze **if additional measures are necessary to be able to implement the measure/activity successfully**. If the Climate Proofing shows there is no need for additional measures to implement the planned activity successfully, this means that there seems to be no big threat to the activity and that the activity is well planned. But in some cases the Climate Proofing will show that additional measures or changes to the **originally planned activities** are needed to respond to climate change. These additional measures or changes to the originally planned activities, called hereafter **adaptation measures**, will be needed to implement the planned activity with more sustainable success.

Therefore, the aim of the systematic approach of the Climate Proofing tool is to increase the chance of success of the planned and implemented activities.



SESSION PLANS:

SESSION 5.1
INTRODUCTION TO ACTION PLANNING



30 MINUTES

Activity 5.1.1
Understanding Concepts and Principles in Action Planning

This is a module that will refresh participants of their basic knowledge and understanding of an action plan, the principles in action planning and how to go about it.

Method	Process	Time	Materials
Presentation Discussion	a) Ask participants to accomplish the exercise in the Participant’s handbook. After 15 minutes, ask a volunteer to share his or her answers to the exercise. Ask other participants some reactions. b) Proceed to the discussion of some concepts by using PowerPoint slides found in the Tools and Approaches at the end of this module. Familiarize yourself with the presentation and notes in advance of the session. c) Tell participants that a detailed discussion of the concepts is also found in their handbook. d) Ask participants if they have any questions and feedback or reactions to the presentation.	30 mins	Flipchart marker

SESSION 5.2
PROMOTING PARTICIPATORY DEVELOPMENT PLANNING



90 MINUTES

Activity 5.2.1
Workshop on developing RE-ENTRY ACTION PLAN

Use this activity as opportunity to develop a re-entry action plan for considerations of the participants in their own local government units. The output of the workshop is a plan which contains a list of prioritized problems, strategies and options for dealing with the identified problems.

Method	Process	Time	Materials
Group Discussion Workshop	a) Tell the participants to read first the material on CLIMATE PROOFING . To appreciate the material, ask them to refer to the activities, projects, measures they identified in Module 3 to determine if there is a need	90 mins	PowerPoint slides, laptop computer,

	<p>for climate proofing in the planned projects, activities, etc.</p> <p>POINT of EMPHASIS: <i>Climate change has been a big factor for a successful implementation of activities or projects. Participants are therefore encouraged to consider it as one critical issue in identifying measures for implementation. This approach is called “climate-proofing” of measures/intervention/projects.</i></p> <p>b) Inform them to work with their assigned group, which must be composed of members from the same local government unit.</p> <p>c) Remind the groups that the output should be one that will be implemented once they go back to their own local government unit.</p> <p>d) Ask each group to discuss among themselves the outputs and must arrive at a consensus as to the re-entry action plan they would want to pursue.</p> <p>e) Remind participants to follow the template found in the Tools and Approaches section in developing their action plan. In the column Person/Partner Responsible, instruct group members to also list possible partners from agencies, non-government organizations and civil society groups as responsible to do the task or activity.</p> <p>f) Allow sufficient time for the group to develop the action plan.</p> <p>g) Two minutes before the time is up, ask the participants to wrap up their discussion and get ready for the submission of their outputs. .</p>		<p>Multimedia projector and screen</p> <p>Handouts</p>
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Activity 5.2.2

PLENARY SESSION (Optional)

The plenary session would be an opportunity for the groups to present their plans and be able to solicit comments, suggestions for improvements and recommendations from other participants.

Method	Process	Time	Materials
<p>Group Presentation</p>	<p>a) Before the plenary session, an ice breaker can be done, which should last for 45 to 10 minutes only.</p> <p>b) Each group presents its output for a maximum of 15 minutes with additional 10 minutes allotted for the question-answer period.</p>		<p>PowerPoint slides, laptop computer,</p> <p>Multimedia projector</p>

	<p>c) In a free-wheeling discussion, solicit from the audience some questions and feedback.</p> <p>d) Sum up the presentation and ask the participant to finalize their outputs beyond the session and submit a copy to the Trainer-facilitator</p> <p>POINT of EMPHASIS: Changes in the action plan can be done when participants return to their work places The output can be presented to the different stakeholders for further fine tuning. There is no better way than an action plan being presented to the community and people or stakeholders and that they would be able to engage in revisions and changes in a participatory manner.</p>		<p>and screen</p> <p>Handouts</p>
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Summary Points

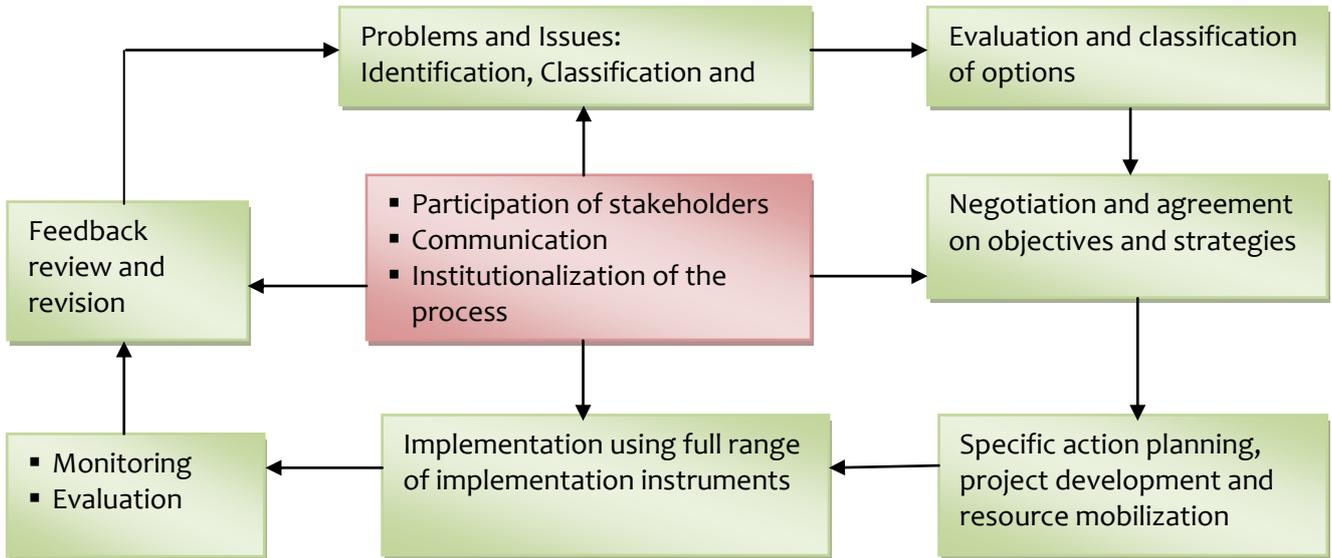
- ❖ An action plan is a framework for implementing projects, programs, and activities that are decided by the various stakeholders of a particular locality.
- ❖ Some principles are available in pursuing the process of action planning. Partnerships among stakeholders and budgeting are necessary requirements for successful development and implementation of an action plan.
- ❖ An action plan is a working document that can be reviewed as the group implements it. It is a starting point that people can continue to update and revise as community groups learn over time and through their evaluation, how to accomplish their goals.



TOOLS and APPROACHES:

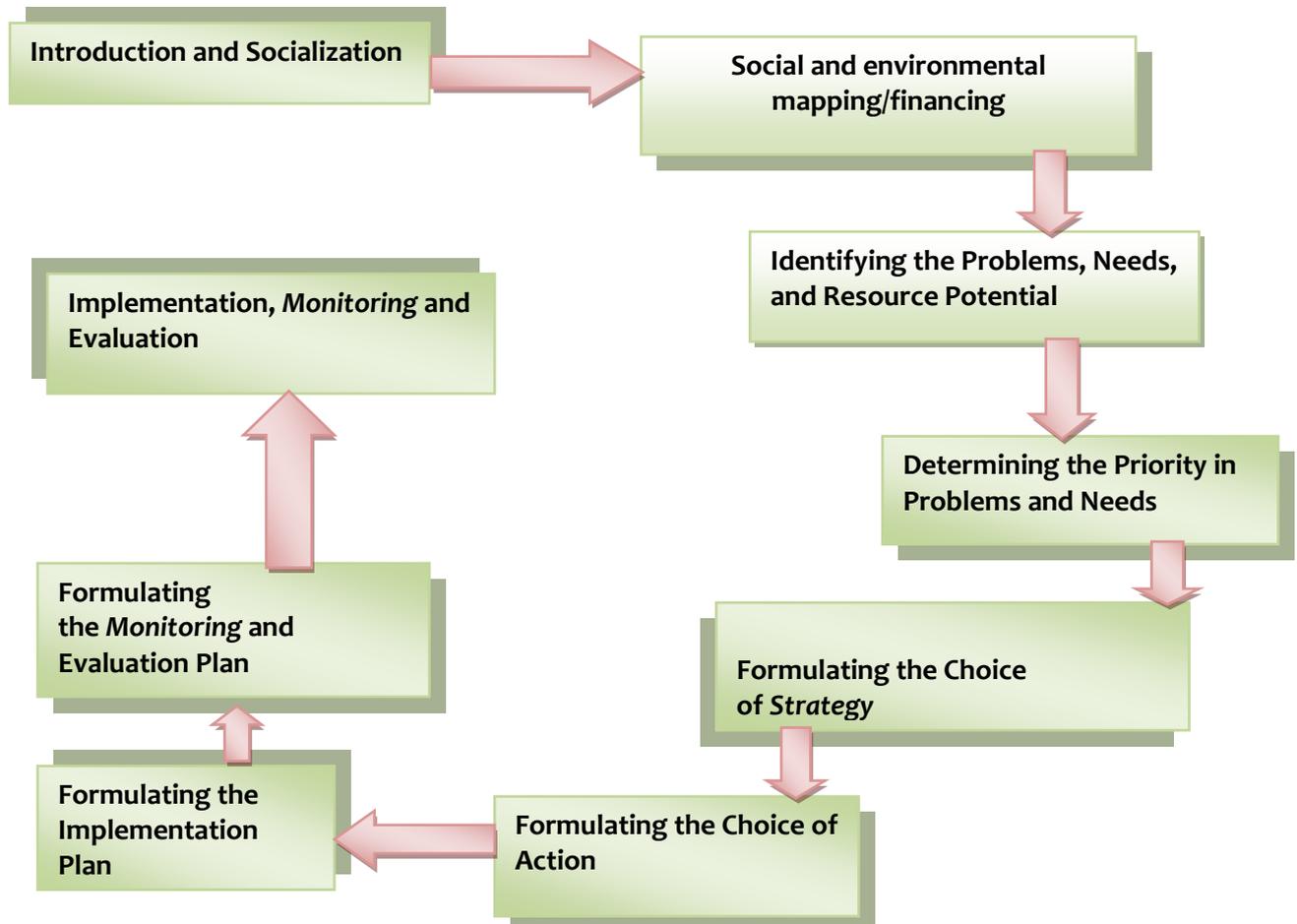


Tool 1: Strategy and Action Planning Cycle





Tool 2: Stages in Formulation of Action Plan



The stages in formulating a community action plan can be described as follows:

1. **Opening: Introduction and Socialization:** This first stage intends to provide a common understanding of the importance of having a good action plan, and a common understanding of why an action plan is needed.
2. **Social and environmental mapping/financing:** This stage is meant to gain an understanding of the latest conditions in the community life that is the social, economic, as well as environmental conditions. By developing a map, the community will be able to get a better picture of problems and priorities.
3. **Identifying the Problems, Needs, and Resource Potential:** This stage defines the problems that are actually faced by the community, the needs that must be fulfilled in order to overcome the problems, and the financial resources available to accomplish the needs. This process of identification should be done carefully in order to avoid becoming just a task of making a “wish list”, and should be viewed as a process of understanding

the current situation and what must be done to overcome the situation as fast as possible.

4. **Determining the Priority in Problems and Needs:** In this stage the problems and needs are ranked by the community members according to their level of urgency (see preference ranking), their importance for the development of community life, and the opportunity to overcome and to fulfil (viewed in terms of the availability of local resources as well as external resources that might be reached
5. **Formulating the Choice of Strategy:** In this stage, the strategy is developed and the approach chosen that is the most feasible to be used in overcoming the problems and fulfilling the needs on the priority list
6. **Formulating the Choice of Action:** In this stage, it is determined which action has to be taken in implementing the chosen strategy and approach
7. **Formulating the Implementation Plan:** This stage is used to formulate a schedule and the division of tasks in carrying out the action chosen.
8. **Formulating the Monitoring and Evaluation Plan:** This stage is used to formulate a plan and system of monitoring and evaluating the execution of activities.
9. **Implementation, Monitoring and Evaluation:** This final stage consists of carrying out the action, and at the same time monitoring and evaluating.



Template for Pre-Action Planning

Issues/Problems	Where are we Now?	Where do we want to go?	How do we intend to go there
Socio-economic dimension - employment	-Lack of employment opportunities -Unemployed residents -High rate of employment -Not enough livelihood for direct and indirect affected families	-Good source of income -Vegetable farming -Agro-reforestation -Integrated organic vegetable production -Self-reliant local economy -Sustainable livelihood	-Technology and financial assistance to existing livelihood for sustainability -Construction of rainwater catch basin to support agro-reforestation project -Creation of more jobs -Further improvement of reforestation program involving farmers and land owners
2. Environment -siltation -degradation -water quality	-Water pollution -River pollution - River systems no longer suitable for fish production system -Lack of water	-Conduct of dredging works -Observation of gold procession limitation -Reforestation to control erosions	-Minimization of pollution with the introduction of bio-gas digesters -Rehabilitation of mined out open pit -Strengthening of solid waste management Reforestation of denuded mountains



Tool 3: Sample Format of an Action Plan

Example of Action Plan and Implementation Timeline

Project/Program/Activity Title:								
Period Goal: An outcome statement that defines what the program, project or activity intends to accomplish over the project period.								
Long-term Impact or Outcome: The possible effect or result if the project period goal is achieved.								
Long-term Indicator: Standard(s) developed to assess progress towards achieving project period goals.								
Annual Objectives	Measure(s) of Success	Activities (limit 4 activities per objective)	Q1	Q2	Q3	Q4	Person/Partner Responsible	Completion Date
Precise, time-based, and measurable actions that support the completion of a project period goal.	Standard(s) that a program sets for itself to measure progress in achieving an annual objective (progress indicator). Measures of success should contain a numeric value or clearly observable behavior.	Key events or actions implemented to achieve a specific annual objective. P = Planned X = In Progress C = Completed	P	X	C			

Key Definitions

Project Period Goal:

- An outcome statement defining what the program intends to accomplish over the five year project period.
- Should be written so that the desired outcome is clear.
- Should be SMART (see definition on next page), short, concise, free of jargon, and easily understood
- Include at least 1 outcome indicator (see definition below).

Long Term Impact or Outcome:

- A statement describing the intended effect or result if the project period goal is achieved.

Long Term Indicator:

- Standard(s) developed to assess progress towards achieving project period goals.

Annual Objective:

- Precise, time-based, and measurable actions that support the completion of a project period goal.
- The objective should cover one budget year.
- Up to 5 annual objectives may be written for each project period goal
- Should be S.M.A.R.T., short, concise, free of jargon, and easily understood

S. M. A. R. T.

S = Specific: an objective should be precise and should focus on a single result. A specific objective answers the questions, “who, what, where, and how?”

M = Measurable: an objective should include specific criteria or measures that indicate whether the objective has been met. A good measure answers the question, “How will we know if we have accomplished the objective?”

A = Achievable: an objective should be attainable and within the center’s or program’s reach.

R = Realistic: an objective should be realizable given the time, resources, and activities proposed and available.

T = Time-bound: an objective should include the date it will be started and the date the center expects to complete it.

Measure of Success for an Annual Objective:

Standard(s) that a program sets for itself to measure progress in achieving an annual objective (similar to a progress indicator). Measures of success should contain a numeric value or clearly observable behavior.

Annual Activity:

Key events or actions implemented to achieve a specific annual objective.

- Up to 4 annual activities may be written for each annual objective.