

MODULE 5: ACTION PLAN (RE-ENTRY) DEVELOPMENT



220 minutes



Module OBJECTIVES:

By the end of this module, you are expected 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 SESSION AND ACTIVITIES:

Session 1:	
DISCUSSION AND POWER POINT PRESENTATION ABOUT ACTION PLAN	
Activity 1:	Understanding concepts and principles in action planning
Session 2:	
PROMOTING PARTICIPATORY DEVELOPMENT PLANNING	
Activity 1:	Workshop on developing re-entry action plan Individual and group workshops on problems and risks identification and prioritization



Session 1: DISCUSSION AND POWER POINT PRESENTATION ABOUT ACTION PLAN

Note: The following pages include a worksheet that will be used during the activities listed above. Your instructor will guide you in the proper use of the worksheet.

There are terms that are important to understand for this session. Go through the following paragraphs.

WHAT ARE THE KEY TERMS 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

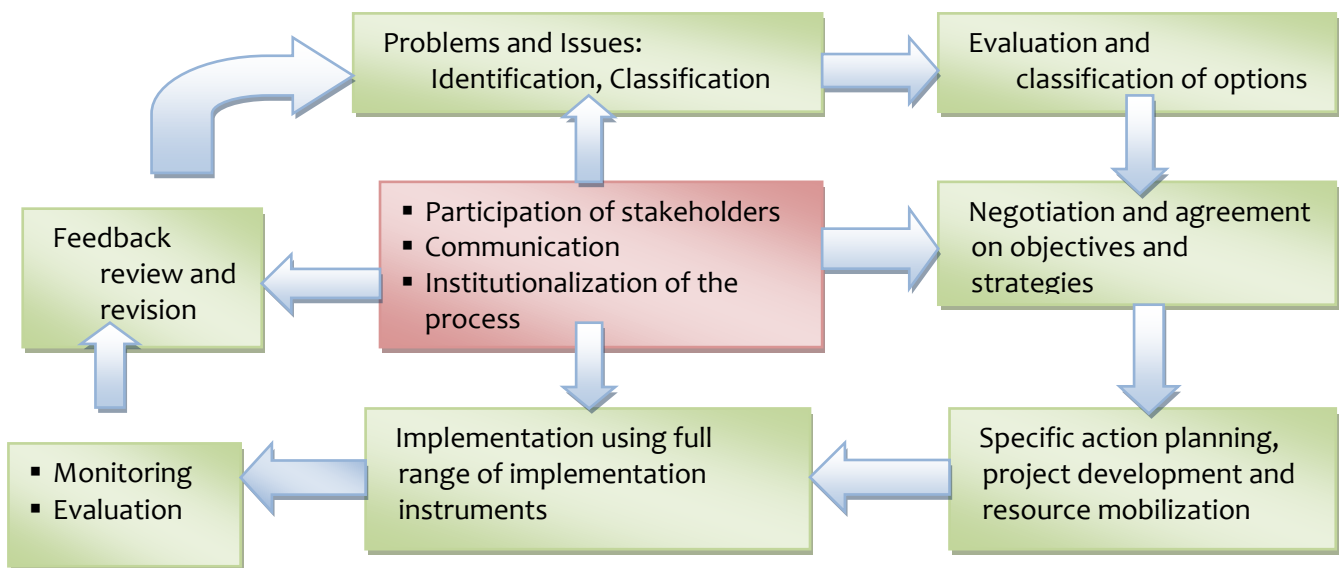
- Purpose-specific
- Actor-specific
- Area-specific
- Time-specific
- Resource-specific
- Measurable

▪ 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

STRATEGY AND ACTION PLANNING CYCLE

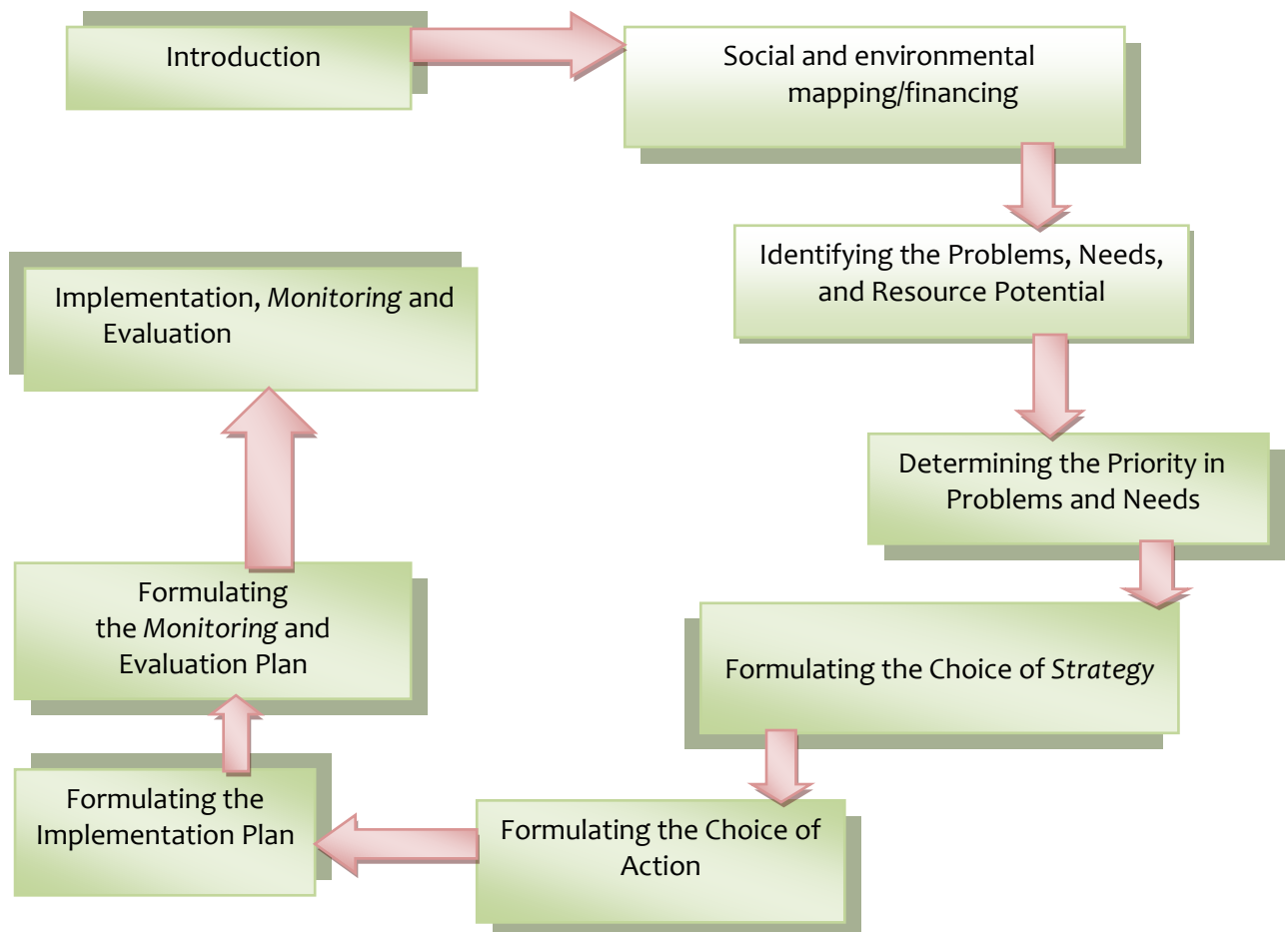


STAGES IN FORMULATION OF ACTION PLAN

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

1. **Opening: Introduction:** 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.





Session 2: PROMOTING PARTICIPATORY ACTION PLANNING

The activity to be conducted in this session is an opportunity to develop a re-entry action plan for your consideration in your own area. The output of the workshop will be a plan which contains a list of prioritized problems, strategies and options for dealing with the identified problems.

In formulating the re-entry action plan, you can use the following template as guide.

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			

Here are the definitions of the terms:

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.

CLIMATE PROOFING

Understanding the process of climate proofing is critical in identifying projects, programs or activities. Read the discussions below on the topic.

Definitions:

- Climate proofing is the modification of existing and future projects so that they are resilient (resistant) to impacts from climate change and/or do not contribute to increased vulnerability of the projects goals.
- It can also mean an understanding of current and future climate risks in order to develop new measures or adjustments to programs and projects so that these risks are minimized. In other words, taking actions to protect investments against climate impacts. If climate proofing showed that additional measures or changes to the **originally**

planned activities are needed to respond to climate change, then additional measures or changes to the originally planned activities are developed, which are called **adaptation measures** to implement the planned activity with more sustainable success.

- Climate proofing is a process that makes projects, strategies, policies and measures resilient to climate change, including climate variability, by (1) systematically examining programming documents and projects to identify ways to minimize climate change risks and optimize adaptation, i.e. climate risk screening, and (2) integrating these ways into programming and project, i.e. mainstreaming.
- Climate mainstreaming (integrating climate change adaptation) is incorporation of priority climate change responses into development projects, strategies, policies and measures (either at the national level or within development agency programming) to reduce potential risks.

Rationale for Climate Proofing

- Climate change has the potential to postpone and even reverse human development, via its impacts on key development sectors and activities, including agriculture and food production, water resources, disaster risk management, natural resources and health. Yet these impacts will not be distributed or felt uniformly, as those ‘with the least resources have the least capacity to adapt and are the most vulnerable.’
- Climate change is likely to compound existing vulnerabilities of poor natural resource-dependent communities, which may face substantial consequences due to their vulnerability. As the availability and quality of natural resources decline, so does the security of their livelihoods. Limited resources and capacities for responding to stresses such as floods and droughts constrain their ability to meet basic needs and move out of poverty.
- The aim of the systematic approach of the Climate Proofing is to increase the chance of success of the planned and implemented activities

Climate Proofing Infrastructure (Why do we need to climate proof infrastructure?)

- Climate proofing for infrastructure refers to the explicit consideration and internalization of the risks and opportunities that alternative climate change scenarios are likely to imply for the design, operation and maintenance of infrastructure. In other words, it implies the integration of climate change risks and opportunities into the design, operation, and management of infrastructure”. One fundamental aspect of climate proofing is about ‘protecting investments’.
- Infrastructure is a very crucial aspect in the development of nations all over the world. Both developed and developing nations need infrastructure to sustain and enhance their economies. However, in developing nations, the infrastructure could (as are most of the times) be climate-sensitive enough to make them significantly vulnerable to natural disasters and effects of a changing climate. This puts their citizens and economies at a greater risk of destruction and functional jeopardy compared to their developed counterparts. Investors abhor insecure economies.

- Although the developed nations have relatively more resilient infrastructure, they are not entirely 'safe and secure' from the impacts of natural disasters and climate change. This is so basically because of the foreseeable increased intensity and frequency of climate-related hazards. In addition, whereas the developing nations' infrastructure is evolving, the infrastructure in developed nations is suffering from wear and tear and lacks the full benefits of modern technological advancement since they were developed. Thus, there is need to explore the risks and opportunities afforded by climate change and integrate these into the design and the general maintenance of infrastructure, a concept referred to as 'climate proofing'.

Climate Proofing in Agriculture

- The agriculture sector (agriculture, rural development, and food security) is vulnerable to climate change (e.g., changes in temperature and rainfall, increased frequency and intensity of extreme weather events such as flood and drought, rise in sea level and intensification of storm surges). All of these changes have consequences for the design of agriculture investment projects. Inadequate attention to these impacts can increase the long-term costs of agriculture investments and increase the likelihood that such investments will fail to deliver the benefits for which they were intended.
- Adaptation options in the sector can generally be divided into engineering options (e.g., changes in drainage, irrigation systems, rural roads, storage buildings), non-engineering options (e.g., changes in cropping patterns, soil landscape, water), and biophysical options (e.g., development of new cultivars). Climate proofing investments in agriculture will be achieved by assessing the potential impacts of climate change and the vulnerability of the sector to those impacts, evaluating the relative merits of the technically feasible adaptation options, and effectively implementing selected options.

Climate Proofing in Coastal Areas

- Climate change has Impacts in the coastal zone. Climate change is likely to result in a number of impacts in the coastal zone, including
 - Higher sea levels
 - Higher sea temperatures;
 - Changes in precipitation patterns and coastal runoff;
 - Changed oceanic conditions; and
 - Changes in storm tracks, frequencies and intensities.
- These impacts have effects on the coastal environment including, but not limited to:
 - Displacement of coastal lowlands and wetlands;
 - Increased coastal erosion;
 - Increased flooding; and
 - Salinisation of surface and ground waters.
- Ultimately, all coastal ecosystems, communities and projects, will be affected by climate change, either negatively or positively. Consequently, any project that aims to strengthen the environmental sustainability of coastal development through promotion of increased investment and efforts in coastal ecosystem management, must consider how climate

change may impact the ecosystem and communities. This will ensure that the project is sustainable despite a changing climate.

- To incorporate climate change considerations into a program or project, information on the process-response relationships in the coastal area, also referred to as *coastal system behaviour*, is essential. Without a clear understanding of how the coastal system responds to changes in climate, it is impossible to know how the system may behave in the future. An important first step is to describe *current climate variability* and the main *climate drivers* causing physical change in the coastal areas.
- **Climate drivers** refer to the elements of climate that cause the most change in the coastal zone. For example, climate drives may include storms, strong wind, or water level (tides). **Coastal system behaviour:** This term is used to describe the way the natural coastal system changes in response to changes in weather and ocean conditions. For example, an area of coastline may erode during storm events, or may become flooded during extreme high tides. Sediment may move alongshore under certain wind directions. Patterns of coastal behaviour can be used to estimate future coastal behaviour under changed climatic conditions. Coastal behaviour can also refer to as ‘process-response relationship’, where weather or ocean conditions (process) result in a change (response) in coastal form.

Climate Proofing Biodiversity

- Climate change and biodiversity are interlinked. Climate change is a driver of biodiversity loss but proper management of biodiversity contributes to reduction of climate change impacts. Several direct impacts of climate change have been identified, among them: changes in the timing of biological events, changes in species distribution and behaviour in plants and animals, and increased frequency and intensity of pests and diseases. Potential impacts include increased vulnerability of species to extinction and potential losses of net productivity of ecosystems. Adopting biodiversity-based mitigation and adaptation strategies can reduce the impact of climate change. An integrated mitigation-adaptation framework has been advocated to ensure effectiveness of solutions in dealing with climate change.
- Climate proofing biodiversity means developing adaptation mechanisms or measures to increase the adaptive capacity of the ecosystems. Adaptive capacity means the capacity of the ecosystems to continue functioning despite the disturbances.



Points of Reflection

1. **What program, project or activity that was implemented in your area that needs to be climate-proofed?**
2. **How do you describe the conditions that proved to be reasons for climate proofing to be undertaken?**



EXERCISES

(This will take you a maximum of 15 minutes to finish)

1. What is an action plan? How important is it in project development? Write your answer below.

2. What are the characteristics of an action plan? Write your answer below.



YOUR NOTES:

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