MODULE 10

ACTION-PLANNING

Summary

It is well understood that training has more impact on the ground if **a mechanism for follow-up** is in place. During the first activity in this module, participants review the protection gaps identified throughout the workshop in order to identify the changes they might be able to make in their own organisations' work. Working as a group, they will:

- Identify areas for future action;

- Develop criteria for prioritising future actions;

- Prioritise these actions according to the criteria;

- Create an action plan.

This module presents **an opportunity for capturing the motivation** that participants have at the end of a workshop and for them to return home with **a tool – the action plan –** to help them to focus on changes they want to make when faced with the day-to-day challenges of work. The action plan should help them build these changes into their routines and eventually those of the organisation.

Participants will, however, understand that the scope of the action plan they derive will necessarily be limited, as they are working within the confines of a workshop.

Ideally, in the second part of this module, time should be allowed for them to discuss how they might **communicate with each other** in the future and to discuss what other follow-up they envision. For example, the trainer and participants might decide to set up e-mail lists, a network, or plan for a follow-up workshop, etc.

Learning Objectives

By the end of the session, participants will have:

- Formulated a list of areas for action to improve refugee protection in their context;

- Created a proposal for the next steps they will take immediately after the workshop;

- Committed to circulating the findings of the workshop within their networks;

- Identified a fellow participant they will contact in the near future to discuss how implementation of the action plan is going.

Key Messages

- For each protection gap or problem, there is a protection solution. The solution may not be possible immediately, but actors can address protection problems in a number of ways, such as changing their practices over time, influencing others, advocacy, and fundraising to enable further interventions;

- Identifying and prioritising actions to solve protection problems should be done in consultation with all the concerned actors;

- Action plans should be SMART: specific, measurable, achievable, realistic, time-bound;

- Humanitarian workers have a responsibility to support and deliver these protection initiatives.

Preparation

- **Compile a list of protection gaps** that the participants have noted throughout the workshop;

- **Categorise them**, for example, according to area of interventions (e.g., work with refugee children) or by geographic zone (e.g., refugee camps close to the borders). This will make the list more manageable.

Module 10 Breakdown			
Timing		**Method**	**Resources needed**
Activity 1 - Creating an Action Plan	**75'**	Plenary	Flip charts with list of protection gaps
Activity 2 - Next Steps: Follow-up	**15'**	Group work	Coloured paper and tape or post-it notes
Total: 90 minutes			E-mail list of participants

Activity 1 - Creating an Action Plan			
Timing		**Method**	**Resources needed**
Review of areas for future action	15'	Plenary	Flip charts with list of protection gaps
Identification of criteria	15'	Group work (depending on the group)	
Prioritisation	15'		Coloured paper and tape or post-it notes
Action-planning	30'		
Total: 75 minutes			

Note to trainer

✓ *It is possible to **begin the action-planning process in the introductory session** by asking quickly what each participant intends to do in relation to refugee protection. You can record their answers on a flip chart, depending on your time constraints.*

✓ *It can then be interesting to see how participants' thoughts have changed during the course of the workshop. This also has the additional advantage of enabling participants with similar desired outcomes to **link up during the workshop**.*

✓ *This session could continue for a much longer period of time, and, in order for a plan to be truly complete, others who are not participating in the workshop would need to be consulted.*

✓ *There are obvious practical constraints, for example, the participants will not have the latitude to increase or adjust their activity, the resources to adequately address the protection gaps or problems they have identified, or the ability to immediately change the project or programme objectives of their organisation.*

✓ *The point is probably to let **the interest of the group determine what types of plans** are developed once the planning stage has been reached (it's important to facilitate the identification and prioritisation of protection concerns in an objective way, but, when it comes to planning, the key has to be that **the plans are totally bought into by the people** in the room, and they have to be realistic, not just developed neatly to round off the workshop).*

Review of areas for future action (15 minutes)

Quickly review the list of protection gaps, missed opportunities, or areas for future action that has been compiled throughout the workshop. If participants want to add to the list at this stage, provide them with an opportunity to do so through a quick brainstorming in plenary.

Identification of criteria (15 minutes)

Ask participants to decide what criteria they would like to use to prioritise these areas for action.

Guide the discussion to a consensus on four or five criteria.

Ensure that the criteria are specific, realistic, and achievable. Criteria such as "reinforcing refugee protection" are too broad and not capable of being measured.

Some criteria you could **suggest** include:

- Is this a pressing need (i.e., a serious threat to life, physical integrity, or well-being)? If so, the humanitarian imperative applies; something needs to be done no matter how intractable the problem is;

- Does this issue affect a vulnerable group?

- Do we have the capacity to work on this issue?

- Is there a high likelihood that we could make a difference on this issue?

- Is this something we can start working on right away?

- Are there other actors trying to work on this issue that we could work with (this could include other actors that are not represented at the workshop)?

Prioritisation (15 minutes)

In order to identify priorities, each person will have the chance to name their priorities and to mark them on the list of areas for action that was agreed in the first part of this session.

Each person in the room receives three stickers or has a marker and is allowed to place a sticker or put a mark next to three of the areas for action on the list according to how they vote on priorities.

For each criterion, **hold a round of voting**, where participants mark the three items on the list that, in their opinion, best meet this criterion. Repeat this procedure for each criterion. Add up the total score for each area for action on the list and prioritise them according to their score.

The group has now identified **the area for action** that they will create an action plan for.

Action-planning (30 minutes)

Either in small groups or in plenary, **create a blank table on a flip chart** for the area for action that has been prioritised. The table should have columns that say **"What?" "Who?" and "When?"**. These relate to the following:

- What do we plan to do about this issue?

- Who is responsible for doing what?

- When are we going to complete each stage of the plan?

At this stage, participants can also **formulate objectives** for the item they work on, as well as **the related activities**.

Activity 2 – Next Steps: Follow-up			
Timing		**Method**	**Resources needed**
Next steps	15'	Plenary	E-mail list of participants
Total: 15 minutes			

Let's keep the communication going! (15 minutes)

Circulate an e-mail and contact list of participants at the workshop and give the group a chance to discuss how they might want to communicate with each other after the workshop. This will depend very much, of course, on the make-up and size of the group.

They might suggest setting up an e-mail contact list. If so, you as trainer might want to take responsibility for setting that up, or maybe someone from the group will want to do this.

Participants might also want to use this time to **agree on the need for a follow-up workshop** and **nominate someone** to take the lead on that.