TOOL**FIVE**

STRATEGIC PLANNING OF ACTIVITIES OF THE MEASURE/PROJECT

What needs to be in place before you can use this tool:

If participants have already decided to work with the concept of "behaviour change", they have selected the boundary partners for their prevention measure. And they have developed a table with progress indicators similar to the one in Annex 4 to this book, which may be less complex. This forms a perfect basis for the next planning steps.

Objective:

To plan activities are implementable and that leads to the expected results.

Material needed:

Several tables or "work stations" for the working groups; big brown paper or flipchart paper connected to bigger sheets, moderation cards or A6 –size paper (10.5 x 14.8 cm = A 4 cut into quarters), markers, tape.

Preparation:

You work with as many tables as the number of groups formed. For the following example, we chose to work with six groups, and six tables/stations. We decided to work on two selected boundary partners (the ward committee and the youth officers, from the example below). This exercise can also work well with fewer stations and groups, e.g. four.

One big brown paper is laid out on each table. In the example referred to, three tables got copies with the defined progress indicators of the ward committee; the tables also received copies with the progress indicators of youth officers. Any other combination is possible as well. Prepare one flipchart paper with an example for the matrix as shown in Figure 5 . You may also prepare a matrix for each table.

Procedure:

Form different working groups according to interests, age, gender, culture or other relevant criteria. Ensure that in each group there is at least one person who can facilitate the group discussion and has some experience with the use of charts or visualisations. He/she should have participated in the process so far and should have taken part in the development of the progress indicators. This person is the host of the station and stays at the same station all the time.

The method of the World Café, which can be used here, has been described already on in book 4.

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As facilitator, you explain the "world café" method and the number of different stations. In our example, three groups worked on the ward committee, three on the youth officers. You refer to the prepared flipchart paper and explain the structure.
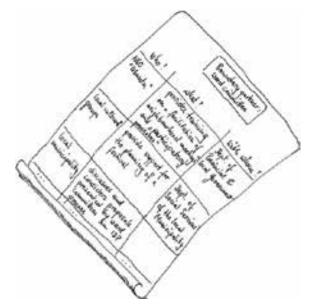

Figure 4: Matrix for Activity Planning to support boundary partners

Task:

Each group starts working in one of the prepared work stations. The guiding questions are:

1. What kind of support does this boundary partner need for the desired behaviour change? What can we do so that this boundary partner gets the necessary support for the desired progress regarding his/her/their behaviour? [In this case, "we" means those who participate in the planning workshop/s: CBOs, non-governmental organisations (NGOs), governmental organisations, private enterprises etc.]

2. Who precisely can provide the defined support?

3. Think about which external role player must help to provide support. (See the "with whom" column in Figure 4.)

Supporting activities and the identified "supporters" can be inserted in a matrix on the flipchart. If an input from an external party is necessary or desired, ideas are inserted in the third column (like in Figure 4). Ask the groups to leave sufficient space between different supporters on the flipchart, so that other groups, which will rotate to this station, can add their ideas.

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Each group gets 10 minutes to work on its first table. Then the groups rotate: group 1 goes to table 2, group 2 to table 3, and so on. Group 6 goes to table 1. The following 5 rounds take another 7 minutes each. In the end every group has worked once on each table and in our example, three times on the ward committee and three times on the youth officers as boundary partner.

For the second to sixth round the task is slightly different: The groups are asked to follow the planning of the previous group and complement the planning of that group with their own ideas. Participants should avoid repeating points but add new ideas.

In plenary, the identified activities and supporters are discussed. Important criteria for the analysis are:

1. Feasibility (including the willingness and capacity of the "supporters" to co-operate)
2. Effectiveness
3. Time needed
4. Rough cost estimates (also in relation to outputs and efficiency)
5. Possible opponents (and ideas to convince and involve them)

Activities can be adapted and "supporters" added.

As facilitator, you transfer agreed activities and supporters to one big matrix for each boundary partner. This matrix will show the conclusions of the discussions.

Observations: (Additional notes for the facilitator)

The wider the variety of stakeholders involved in this planning and the more stakeholders support the agreed activities, the bigger the chances of success and sustainability. Also, the active participation of young women and young men, and female and male adolescents, is essential and strongly recommended.

For measures which are more complex, this work should be delegated to a small working group which can present its results in another community meeting. That meeting can discuss the results and make final decisions.

End Product:

The objectives as set out above are achieved. Furthermore, participants will have achieved the following outputs:

For each selected boundary partner a matrix which shows key activities. These aim at enabling the boundary partner to change the behaviour as described in the progress indicators and the finally desired behaviour.

The matrix also show who will be responsible for the implementation of these activities and possibly needed support by external parties.

2hr 30

TOOL**FIVE**

STRATEGIC PLANNING OF ACTIVITIES OF THE MEASURE/PROJECT

'Special Task Group' for the Detailed Operational Planning

The planning is not yet complete. Two important dimensions are still missing. These are: "time" and "resources needed". These must still be added for for each boundary partner. Here is a guide for doing so:

1. The analysis of timing involves assessing whether certain activities build upon each other or whether they need to occur at the same time.

   It is helpful to write the identified activities on cards, so that these can be moved and arranged in the appropriate way. The timing can then be shown in a timetable (Annex 5, 6 and 7).

2. Those involved in this task need to examine the costs related to each activity. It is important to know how much it will cost to carry out the activities.

   Costs can be calculated and shown in a cost plan- /budget (Annex 8 to this book).

3. A financing plan will be needed to show how the project will be financed. Who will provide funds and other resources to ensure the project can be implemented (e.g. municipal, provincial or national funds and possibly donors)? Here it is very important to show local contribution e.g. what the community can contribute, for example through volunteering or in-kind contributions.

The members of this working group should either get technical support from outside or there should be someone in the group with sufficient planning experience.

If it is necessary to develop a logical framework, the results of the work with tool Pl5 can be transferred to a table like the one below. Outputs then need to be concretised. Thus you have all main elements to compose the logical framework.

End Product:

By the end of this activity, participants have achieved the objectives set. In the process, the following outputs have also been generated:

✓ Timetable for key activities and cost plan.

"It always seems impossible until it's done." (Nelson Mandela)

Boundary Partner	Supporters responsible for realising activities	Key activities of the project	Outputs	Progress indicators for the direct results (Use of Outputs) expressed in the used of outputs by the boundary partners (at the outcomes level)			Desired behaviour change
Selected as strategically important links in an actors chain that leads to the youth		Strategic steps to deliver outputs / activities for the expected results	Products delivered by the project: new infrastructure, (improved) services, trained staff	Expect to see immediate reaction of the boundary partner to the output	Like to see Use of the output while actively prepared to learn	Love to see use of the output with own initiative and commitment	Positive, planned direct effects (outcome)
Boundary partner 1: Youth offices in ward XY	• Dept. of Community Safety and Liaison • Dept. of Community Safety and Liaison together with Municipality	• Provide finances and organises training and organises training courses on youth violence prevention • Provide finances and organise events for exchange of experience between actors working in violence and crime prevention	• 15 Youth Officers trained in basic concepts and practice tools of participatory, systemic violence and crime prevention • 15 Youth Officers and 15 other actors in the field of violence and crime prevention know various practiced approaches in South Africa and have discussed different 'lessons learnt'	• Participates in training courses on youth violence prevention • Establishes and maintains contacts with other actors working in prevention	• Organises training on conflict mediation for social workers and for members of the ward committee • Hosts an initial meeting of the relevant actors	• Uses the budget line of the youth ministry in order to carry out own activities • Establishes a self-administering prevention council	• Initiates a local Youth Violence Prevention Council • Builds up a range of services specifically for youth

Figure 5: table showing one example for activities, outputs, use of outputs and outcome, as basis for a log frame matrix

Boundary Partner	Supporters responsible for realising activities	Key activities of the project	Outputs	Progress indicators for the direct results (Use of Outputs) expressed in the used of outputs by the boundary partners (at the outcomes level)			Desired behaviour change
Selected as strategically important links in an actors chain that leads to the youth		Strategic steps to deliver outputs/ activities for the expected results	Products delivered by the project: new infrastructure, (improved) services, trained staff	Expect to see: Immediate reaction of the boundary partner to the output	Like to see: Use of the output while actively prepared to learn	Love to see: use of the output with own initiative and commitment	Positive, planned direct effects (outcome)
Boundary partner 2: Ward committees	• Local NGO "Ubuntu" • Local NGO "Ubuntu" Dept. of Provincial Local government • Provide support for the planning with participation of different stakeholders in the ward, especially young people, a festival in which local theatre, music or other cultural groups can show their performances	• Annual (or 3 years) plan for the ward committee including timing for meetings developed and made public in local newspaper and on public board in the town hall • Festival realised with board participation of different groups of the community	• Annual (or 3 years) plan for the ward committee including timing for meetings developed and made public in local newspaper and on public board in the town hall • Festival realised with board participation of different groups of the community	• Invite the active participation of hitherto excluded groups in the ward (e.g. targeted activities for young men and women) • Hold regular meetings	• Provide space for conflict mediators • Organise socio-cultural events in their ward	• Know the different interest in their ward • Get involved and are considered as representatives of their ward e.g. by the municipal administration urban planning office, youth and social affairs office etc.	• Take steps actively to ensure social integration in their wards, with the wards, with the involvement of both young men and women • Actively represent the needs of the different population groups in their ward • Make the prevention of youth violence their priority topic