Exercise – Developing a Plan to Take Action

Methodology:

This is the point in the New Tactics process where the group (or each small group) puts the previous steps together to develop a plan of action. This is HOW they will take an important step toward making their vision a reality.

Objectives:

- To bring the knowledge gained in all the previous processes into a concrete plan of action.
- To develop a concrete plan for action: to identify roles, responsibilities, resources, evaluate risks and opportunities, and a timeline for actual implementation.
- To set a timeframe to implement the plan and to review and evaluate the plan for future action.

Getting Ready:

This activity will take 1 to 1.5 hours. The materials you will need are:

- Copies of the worksheets: “Preparing for the Plan to Take Action” and “Plan to Take Action” for the group
- flip chart paper
- marking pens

NOTE: The group will also need their results from the previous segments of the Strategic Effectiveness Method.

Facilitation Note:

As the groups are creating their plans of action, be sure to circulate and ask questions of each group to ensure that they are creating SMART steps that will help them carry out their tactics and reach their goal. Remind them to think critically about the resources they have, the risks involved in each task they outline, and of any additional opportunities and/or challenges each task might also produce.

The Group Exercise Process:

1. Introduce the Plan of Action: Remind your group to keep in mind the information on the worksheet they used to create their strategic paths: this will help them effectively analyze
the knowledge (of Self, of Opponent, and of the Terrain) that they have gained in the previous exercises of the workshop, in order to develop a clear focus for the tactic for which they will be developing a clear plan of action. Next, explain that the “Plan of Action” handout will help them visualize the work their organization will do over the next four to six months, in order to put the new tactic into action. Remind them to create SMART steps for their plans. If you feel it is necessary, you can provide an example of a four to six month timeline, using a model of the Plan to Take Action worksheet.

2. Give each group time to work on their plan of action. While they are working, circulate and help the group to explore and consider:
   - What action do they want the target to take on the identified issue?
   - What risks are involved?
     - Do the targets and tactics you have identified create dangers that you had not considered? If so, do these dangers outweigh the benefits identified?
     - Are there tactics available that can effectively minimize these dangers?
   - What challenges are present?
     - What other tactics might be needed prior to the chosen tactic in order to engage other allies to move the target closer to the goal?
   - What opportunities are present?
     - Does the target identified create additional opportunities for engaging potential allies?

**Reflection and Sharing:**
When the groups have finished their plans of action, give each group time to present key points of their plans. Allow time for reflection on the way in which the work from the previous steps helped contribute to the design of the action plan; and feedback / suggestions from others on plans of action.

**Source:** New Tactics in Human Rights – Center for Victims of Torture

New Tactics in Human Rights is a program of The Center for Victims of Torture

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