

**MODULE 4**

**PLANNING FOR SOCIAL**

**ACTION**

**THE SOCIAL ACTION**

**PROJECT**

**TOOLKIT**

**SSA 2010**

# **THE AGENDA**

	<b>DAY 1</b>	<b>DAY 2</b>
<b>30 mins</b>	<b>Session 1 Welcome, Temperature Check And Overview Of The 2 Day Programme</b>	<b>Session 7 Welcome, Reflections, Night Thoughts</b>
<b>60 mins</b>	<b>Session 2 The Social Action Project-Ideas Storm</b>	<b>Session 8 Social Entrepreneurship</b>
<b>60 mins</b>	<b>Session 3 Choices And Priorities- Selecting A Social Action Project</b>	<b>Session 8 Social Entrepreneurship</b>
<b>30 mins</b>	<b>BREAK</b>	<b>BREAK</b>
<b>60 mins</b>	<b>Session 4 Breaking News - The Social Action Project Headlines</b>	<b>Session 8 Social Entrepreneurship</b>
<b>60 mins</b>	<b>Lunch</b>	<b>Lunch</b>
<b>60 mins</b>	<b>Session 5 Making It Real- Developing The Action Plan</b>	<b>Session 9 Review And Adaptation</b>
<b>30 mins</b>	<b>Break</b>	<b>Break</b>
<b>90 mins</b>	<b>Session 6 Planning For Action - The Reality To Ideal Ladder</b>	<b>Session 10 Tasks, Roles And Responsibilities</b>
	<b>Wrap Up And Close [Homework-Look Through The Active Citizen's Project Planning Template]</b>	<b>Feedback, Evaluation, Wrap Up And Close</b>

## **SESSION 1: WELCOME and OVERVIEW**

### **PURPOSE:**

- **Get Participants reconnecting**
- **Develop a shared understanding of what is to be achieved at this part of the training**

### **Material:**

**The two - day agenda**

**Time: 30 minutes**

### **Process:**

**1. Welcome and housekeeping**

**2. Temperature Check- Ask 'what's the best of you that you've brought to this meeting?' Each person moves round and shares their response with at least five other participants.**

**What's the best of you that you brought to this meeting?**

**In a circle, ask for volunteers to share highpoints of what they noticed about the responses, including similarities and differences.**

**Facilitator links this to the energy needed to work on the Social Action Project and to make a difference.**

**3. Share the Programme - key points are the expectation to leave the programme with a SAP plan, and to have social entrepreneurship training on Day 2.**

**5. Review the homework- what was the people's vision of the community they would like to see by 2014? It is important that the community's perspective feeds into the proposed Social Action Project.**

## **SESSION 2: SOCIAL ACTION PROJECT IDEAS STORM -MAPPING THEMATIC CONCERNS-**

**PURPOSE:** To generate ideas for the Social Action Project

**Material:** Social Action Project themes on flip chart sheets for each small group  
**Post- Its and Markers**

**Time:** 60 minutes

### **PLENARY:**

**Introduce the themes to the group. The themes for possible Social Action are:**

- LITERACY
- ACCESS TO POLITICAL PARTICIPATION
- BUILDING TRUST AND UNDERSTANDING, PROMOTING DIALOGUE
- ENVIRONMENTAL PROTECTION/THE SUSTAINABLE UTILISATION OF NATURAL RESOURCES
- MINIMUM PROVISION OF FOOD SHELTER, HEALTH AND EDUCATION SERVICES
- PROMOTION OF LIVELIHOODS
- CREATION OF PAID WORK OPPORTUNITIES ALONGSIDE VOLUNTARY WORK

These themes are drawn from issues relevant to communities around the world [British Council Learning Framework]

### **PAIR TASK:**

Have a pair conversation-

1. Which of the themes is on an issue that you are most keen to make a difference; and where the community wants to see a change?

2. On the chart tick [✓] next to the theme you and the community consider most pressing on your scale of preference. Tick just one theme.
3. What concrete shifts would you like to see in the system? [for example - political, economic, traditional or legal systems? Educational system, health services system?
4. What is already being done to address this issue and by who?
5. What innovative solutions do you think the Active Citizen's Programme can bring to the issue you are concerned about?

1. The shifts I would like to see in the system are:

2. The innovations I think the Active Citizens Programme can bring to the system are:

## **SESSION 3: CHOICES AND PRIORITIES- SELECTING A SOCIAL ACTION PROJECT**

### **PURPOSE:**

To agree on the choice of a Social Action Project

### **Material:**

Post-its

Flip Charts with a diamond layout drawn on to it for each table.

Time: 60 minutes

### **Process:**

Small groups of 6

## **DIAMOND RANKING EXERCISE**

### **STEP 1: Prioritizing and Consensus- Building**

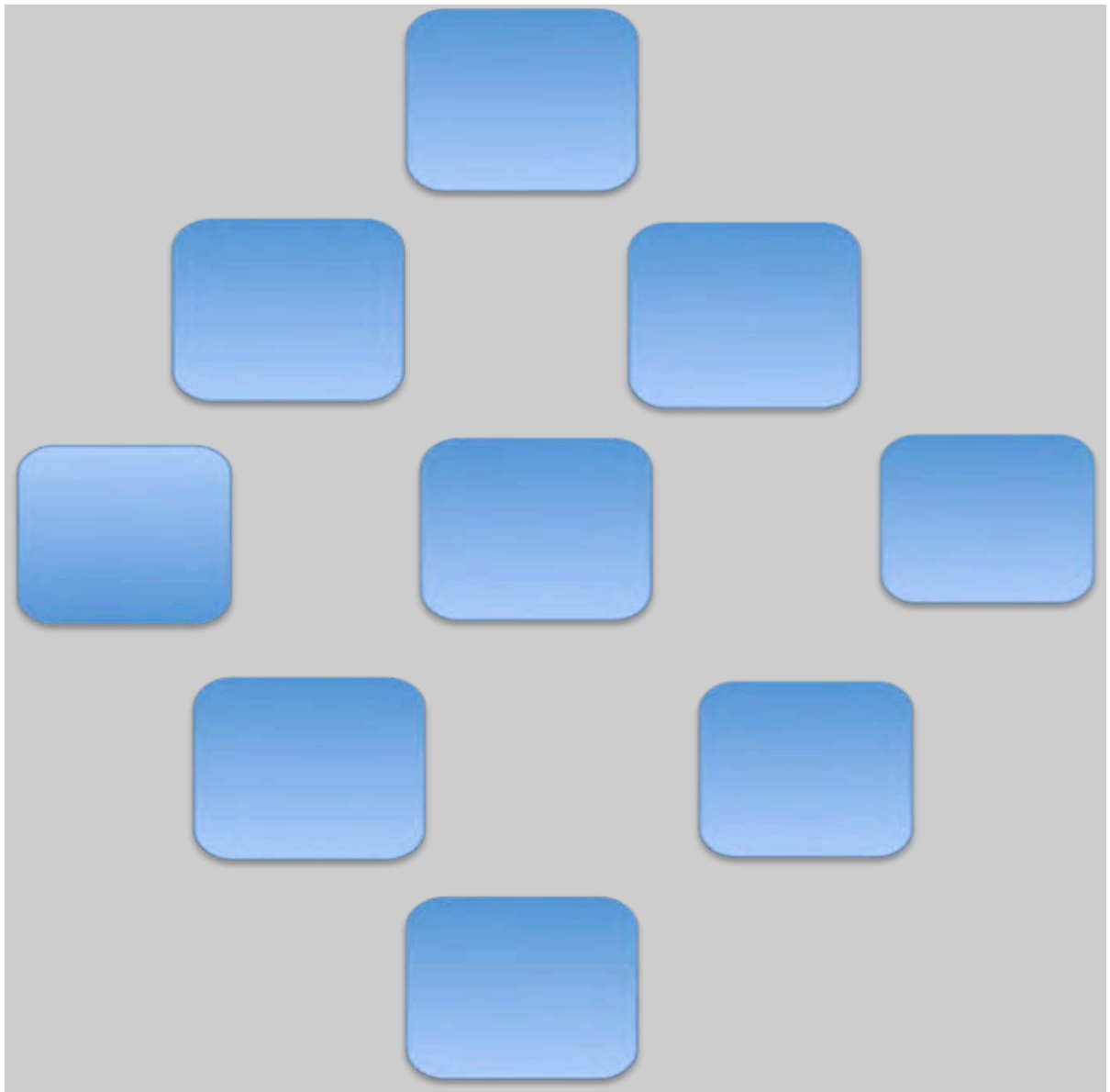
In small groups of six, write each of the ideas generated from the previous session on single post - its. If it were possible to tackle all of them where would you begin?

If it were possible to tackle all the issues, where would YOU begin?

Arrange these in a diamond shape with the top priority at the top, two below in second place, three in third place, two in fourth place and the lowest priority at the bottom. Place these on the diamond-ranking sheet. [See the diagram overleaf]

Aim for a consensus, based on what you have discovered about the community. Use the ACP tools to facilitate the conversation. As the ideas are on "Post - its", they can be moved around until you come to an agreement.

## DIAMOND RANKING TEMPLATE



### **STEP 2: Comparing and Collating**

All move to a different table to look at another groups suggestions and ranking.

Without changing anything, score the ranking as follows:

**Top Box = 5 points**

**Second Row = 4 points**  
**Third Row = 3 points**  
**Fourth Row = 2 points.**  
**Bottom Box = 1 point**

**Compare the diamonds from all the table groups.**  
**Select the top ideas from each group, for a comparison of the priorities.**

**From these add up the scores and pick the top scorer. That's the first project to begin with. You may notice common themes in the choice of priorities. Draw these out and synthesize them to put together the project.**

**BREAK - 30 MINUTES**

## **SESSION 4: BREAKING NEWS - THE SOCIAL ACTION PROJECT HEADLINES**

### **PURPOSE:**

- **To focus thinking on the key issues around the selected SAP**
- **To envision the impact of the Social Action Project**

**Material: Flip Chart Paper and Markers**

**Time: 60 minutes**

**Process: In small groups**

- 1. Brainstorm - possible names for your project-remember that the language you use creates reality; for example 'job creation' has a better impact than 'poverty reduction'**
- 2. Pick a date eight weeks away - the near future**
- 3. As if- Create a newspaper headline that describes what the project intervention HAS achieved, as if it has already happened. The headline should not be more than 10 words. Write the headline up on flip chart sheets.**



4. Craft the report to accompany the headline; what is the key information for people to know about your intervention.

Include specific and tangible outcomes of your intervention as well as system shifts and innovations.

5. Present - In plenary each group has 3 minutes to present their headline and news report as if it were being broadcast on radio and TV to an audience.

6. Synthesis and consensus: After the presentations, take questions and answers. What did you like about the Headline and the News? In what way was it similar to your group work?

Keep the flip chart sheets pasted up and visible round the room

## **SESSION 5: MAKING IT REAL- DEVELOPING THE ACTION PLAN**

**PURPOSE:** To think through and develop the plan for the Social Action Project

**Material:** SOAR GRID

**Time:** 60 minutes

**Process:** In small groups work with the vision of what the project would have achieved. Discuss -

**The Objectives - What difference do you want to make?**

**Tasks, Roles and Resources - What do you need in order to accomplish that vision?**

Are your objectives: -  
Specific and Stretching  
Measurable and Motivating  
Achievable and Agreeable  
Realistic and Relevant  
Timed and Track able

On flip chart sheets write up your objectives, the tasks, the roles and resources that you think you need. Be sure to include a time-line for your tasks.

2. Do a SOAR Analysis of the project-

- What are the strengths of the project plan?
- What are the opportunities that the project can leverage?
- What are the aspirations of the project team/ and the community? [If the theme and the objectives are clear, they form part of the answer to this question.
- What are the risks that the project plan needs to consider and address?

**FILL IN THE SOAR GRID**

<p><b>STRENGTHS [OF THE PROJECT/ THE COMMUNITY/ THE TEAM]</b></p>		<p><b>OPPORTUNITIES THAT YOU CAN LEVERAGE [INTERNAL/ EXTERNAL]</b></p>	
<p><b>ASPIRATIONS [OF THE COMMUNITY AND THE PROJECT TEAM]</b></p>		<p><b>RISKS THAT SHOULD BE CONSIDERED [INCLUDE ASSUMPTIONS, INTERNAL &amp; EXTERNAL RISKS]</b></p>	

## **SESSION 6: PLANNING FOR ACTION - THE CURRENT REALITY TO IDEAL - FUTURE LADDER**

**PURPOSE:** to encourage creative thinking around the project

**Material:** A drawing of a ladder up on flip chart sheet

**Time:** 30 minutes

**Process:**

At the **TOP** of the ladder write your ideal goal for your community based on the theme the group has selected.

At the **BOTTOM** of the ladder write a description of the way things are, now.

Start from the bottom of the ladder. On the last rung write one thing that needs to change so that you can get closer to the top - the ideal

On the next step write another thing that needs to change to get you closer. Continue the process until you get to your ideal. Take these steps and write them up as action points, using the 5 W's and 1 H to think through the detail of the plan.



## **5 W's and 1 H - RESOURCES TO GET THE WORK DONE**

**PURPOSE:** support group decision- making processes through exploring various aspects of the project plan

**MATERIAL:** flip Chart Sheets with a star drawn in the middle  
Time 60 minutes

### **PROCESS:**

1. In the middle of a flip chart sheet draw a large star with six points
2. In the centre of the star write your project idea
3. Write - WHO, WHAT, WHEN, WHERE, WHY AND HOW- "THE SW'S AND 1 H" on each tip of the star
4. Do a brainstorm of questions about your project idea. These questions would have emerged from the conversation around moving from the reality to the ideal. Think up as many questions as you can, use the 'Sw's and 1H". Start from one of the points of the star until you've gone round all the points.

### **FOR EXAMPLE:**

**WHO IS OUR TARGET?**

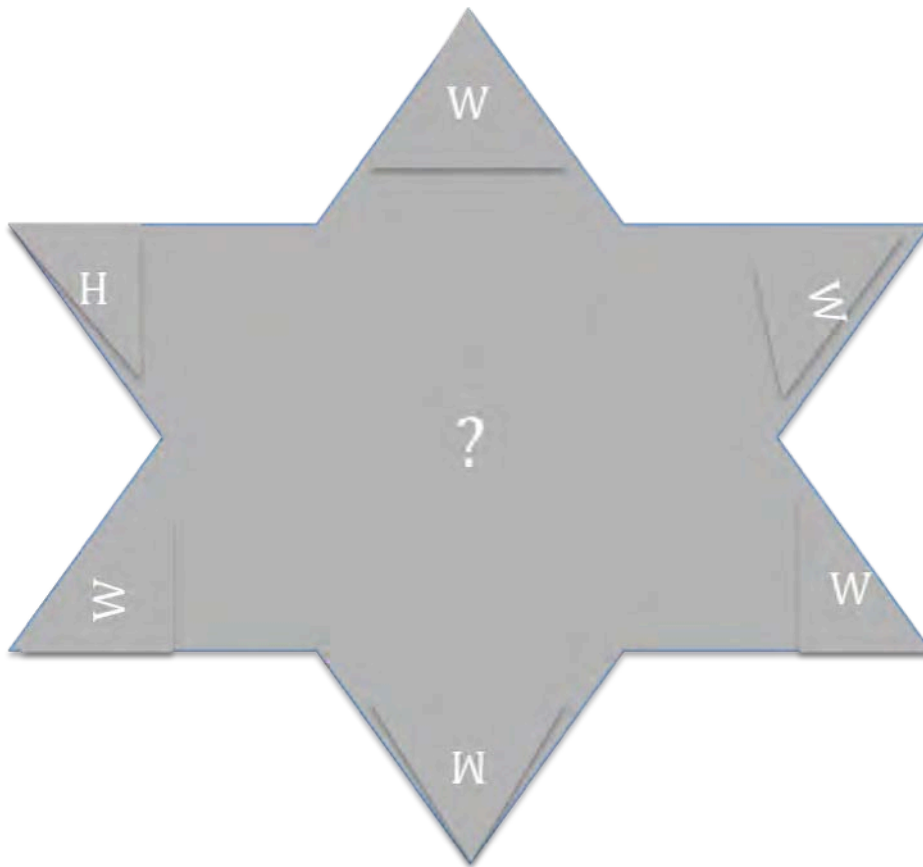
**WHO DO WE NEED TO ENGAGE?**

**WHO ELSE CAN HELP?**

**WHEN DO WE INFORM THE STAKEHOLDERS REFERENCE GROUP?**

**WHAT are the deliverables?**

**HOW BEST CAN WE GET BUY-IN FROM THE COMMUNITY?**



5. Each table group then moves to another table to look at their questions and see if there's anything to add. Leave a reporter to summarize what's on the sheet and to clarify any questions. At the new table you answer their questions on a fresh sheet. Return to tables, check out the questions and answers and paste everything up. When you are satisfied that you've reached a consensus you begin the project planning template.

**Homework-** Look at the project-planning template to cross - check if you've covered everything. Think through any gaps and how these might be filled.

**WRAP UP- PAIR TASK -** In pairs share your highlights of the day's learning and what you've enjoyed about working with the Team.

**CLOSE**



## THE PROJECT PLANNING TEMPLATE

SOCIAL ACTION PROJECT PLANNING TEMPLATE			
The Project Name			
Project Summary- Purpose: Outputs: 1. 2. 3.			
Activities	Activity    Date   Lead	Activity    Date   Lead	Activity    Date   Lead
Consultation & Dialogue Component			
Communication			
Team Members			
Implementing Partners			
Resources Required			
Income Strategy & Sustainability Mechanisms			
Duration			
Reporting Schedule			
Budget for Project Duration			

## DAY TWO

### SESSION 7: WELCOME & WARM UP

**PURPOSE:** Set the frame for the day

**MATERIAL:** Agenda

**TIME:** 30 minutes

**PROCESS:** Welcome, Check in, Recap highlights of Day 1.

What is something that made you smile during the day's events?

Run through the agenda, the programme includes half - day training on Social Entrepreneurship. The entrepreneurship training will help to stretch the group's thinking around resources, funding for the Social Action Project, what the group can do for the community and help the community to do for itself.

The social entrepreneurship training is to be delivered by a local trainer/expert on entrepreneurship.

## **SESSION 8: SOCIAL ENTREPRENEURSHIP**

### **PURPOSE:**

**Strengthen innovative thinking to deliver sustainable initiatives, through training in entrepreneurship skills**

**TIME: - HALF- DAY**

*“Rather than leaving societal needs to the government or business sectors, social entrepreneurs find what is not working and try to solve the problem by changing the system, spreading the solution, and persuading entire societies to take new leaps” Ashoka Foundation*

*“Social Entrepreneurs create such innovations, making and taking opportunities to transform their own lives and the lives of those around them. They take responsibility, mobilize resources and galvanize action that leads to community engagement, social renewal and economic regeneration. They address the causes of the problems, not the symptoms” Leading Social Change- A Social Entrepreneurs Manifesto*

## **The Social Entrepreneur**

**Animated by a desire to make something better for others**

**Able to identify the gaps and the white space**

**Marked by Continuous Innovation.**

**A Bold Risk Taker**

**Feels a Sense of Responsibility through his/her place in the world.**

**Goes for Win- Win-, more collaborative than the traditional competitive model.**

**Shows concern for both the 'Nature' and 'Outcome' of the activity.**

**Changes the system.**

**Creates economic value in a sustainable way.**

## **SESSION 9: REVIEW AND ADAPTATION**

**PURPOSE:** To incorporate the learning/ new tools from the social entrepreneurship training into the Social Action Project Plan

**MATERIAL:**

The Project Plan  
Flip Chart Sheets

Time: 60 minutes

**Process:**

**Plenary Brainstorm-**

How has our perspective on funding and resources changed after the entrepreneurship training? What do we need to do differently?

In three's share your thoughts on funding and resources; what are the fresh possibilities and the options?

What resource generating opportunities can we adopt and leverage for our project?  
What do we need to do more of or differently if we want sustainability?

In small groups discuss:

What innovations do we need to make to strengthen our Social Action Project? What do we need to do differently?

Record your ideas on flip chart sheets and present your tweaks to the whole group.

## **Session 10: Tasks, Roles and Responsibilities**

**PURPOSE:** settle on a shared understanding of the Social Action Project implementation

**MATERIAL:**  
Project Plan  
The Project Planning Template

**Time:** 60 minutes

**Process:** Review the plan and the template to check clarity on who is doing what, when, where and how. Fill in the blanks and be clear on timelines.

**ASK - WHAT? WHAT? STILL NEEDS TO BE DONE?**

Round the groups check if you've covered all the bases. If you think anything's been left out write it up on a sheet, visible to everyone. When the list is complete, take time out to tidy up these issues.

**Wrap Up, Feedback, Evaluation and Close**  
**Close**

## **SIGNPOSTING - RESOURCES, IDEAS, SUPPORT**

There are a good number of resources and material which can be found on - line. Below are a number of sites with resources, helpful links. Some include information on competitions for projects and calls for applications for support for project/entrepreneurship initiatives that fit specific criteria.

1. Ashoka Innovators for the Public [http:// www.ashoka.org](http://www.ashoka.org)
2. By Social Entrepreneurs for Social Entrepreneurs – <http://www.socialedge.org>
3. The Acumen Fund <http://www.acumenfund.org>
4. Skoll Foundation and Uncommon Heroes Series <http://www.skollfoundation.org>
5. Schwab Foundation <http://www.schwabfound.org>
6. The Seed Initiative [http:// www.seedinit.org](http://www.seedinit.org)
7. The Echoing Green Foundation <http://www.echoinggreen.org>
8. Social Fusion [www.http://socialfusion.org](http://socialfusion.org)
9. [www.entrepreneurstoolkit.org](http://www.entrepreneurstoolkit.org)
10. [www.globalgiving.org/projects](http://www.globalgiving.org/projects)
11. Pepsi Refresh Idea [www.refresheverything.com](http://www.refresheverything.com)

12. Stories of Change Vol. 2 Youth Making A Difference, Interviews with 10 Youth Making a Difference [www.youthventure.org](http://www.youthventure.org)  
[www.scribd.com/doc/22489379/Stories-of-Change-Vol-2-Youth-Making-A-Difference](http://www.scribd.com/doc/22489379/Stories-of-Change-Vol-2-Youth-Making-A-Difference)
13. Leading Social Change: A Social Entrepreneurs Manifesto- [http:// www.se-manifesto.org.uk](http://www.se-manifesto.org.uk)

### **Books**

#### **For Social Action Case – Studies Look at:**

1. How to Change the World: Social Entrepreneurs and the `Power of New Ideas: David Bornstein, [2007] Oxford University Press
2. Creating A World Without Poverty: Social Business and the Future of Capitalism, Muhammed Yunus [2007] PBS US Public Affairs

### **Videos**

1. The Fortune at the Bottom of the Pyramid ‘Success Case Stories’  
[www.Whartonsp.com](http://www.Whartonsp.com)

### **Helpful Podcast**

craigslistfoundation.org ‘social entrepreneurship’ by Greenblatt  
@[www.craigslistfoundation.libsyn.com/social\\_entrepreneurship/](http://www.craigslistfoundation.libsyn.com/social_entrepreneurship/)