

MODULE #9 HANDOUT: ACTION PLANNING WORKSHEET

The Action Planning Session for this course has two aims:

1. Dedicate time to reflect on course themes, frameworks, and tools, and connect them to your job and context
2. Develop a draft plan of action for integrating atrocity prevention into your work

The draft plan can involve small or large actions; it can focus on one or more than one action.

This Action Planning Session includes a set of questions drawn from the day's sessions. It involves reflection and discussion on how the course content relates to your role as a criminal justice professional in atrocity prevention.

MODULE 9: ACTION PLANNING AND CHANGE MANAGEMENT

The process of thinking about how to prevent atrocities in practice tracks basic components of an atrocity risk assessment.¹ This structure provides a tested framework through which professionals can sharpen understanding of their domestic context, clarify the role they or their respective agencies can play in preventing or mitigating mass atrocities, and develop clear recommendations for action. Assessment components include

- **Situation Analysis**
 - Consideration of risk factors, warning signs, potential triggers or windows of opportunity, resilience (conditions or events that decrease, mitigate, or counteract risk), core grievances
- **Key Actors**
 - Which actors increase or decrease risk?
 - Who are potential perpetrators, targeted groups, and influential third parties?
 - What are the motives and means?
- **Agency and Individual Role**
 - Organizational role in prevention and mitigation
 - Laws, policies, personnel, practices, and mindsets that influence the organization's ability to prevent or respond to risks
 - Individual role within the organization
- **Recommendations to Include in a Plan of Action**
 - Recommendations that are specific, achievable, and realistic
 - Recommendations that set out a goal, the outcomes required to achieve the goal, and the steps to achieve each outcome (who does what, resources required)

The session will cover these components via questions in this Action Planning Worksheet. By the end of the session, participants will have developed a draft action plan containing observations, comments, and reflections under each of these components and grounded in course content.

Through developing a draft action plan, participants will have considered how course content relates to their own context, sharpened skills in Atrocity Risk Assessment, and identified specific actions they may wish to further develop and implement with their colleagues.

¹ The components highlighted here are drawn from the United States Government [Interagency Conflict Assessment Framework](#) (2008) and USAID and US Department of State, [Atrocity Assessment Framework](#) (2015). The Atrocity Assessment Framework was prepared by the US Department of State's Bureau of Conflict and Stabilization Operations and USAID's Center of Excellence on Democracy, Human Rights, and Governance. Updated version of the [US Atrocity Risk Assessment Framework](#) (2022). See also USAID, [Conflict Assessment Framework](#), Version 2.0 (June 2012).

1. Situation Analysis and Key Actors

Situation Analysis

Diagnose the Problem: Name one risk factor, warning sign, or potential trigger you would like to focus on in your local context. Why does it seem especially important to address this specific element?

If no action is taken, how might things get worse? Describe what one or more of these worst-case scenarios might look like.

Key Actors

Who increases risk? Who are potential perpetrators? What are their motives and means?

Who are potential targeted groups? What resources are available to help them reduce risk or improve protection?

Who decreases or *could* decrease risk?

2. Agency and Individual Role

Shrink the change: Where do you have influence? Over who or what do you have influence (thinking about high leverage points)?

Ensure key stakeholders are invested and supported: What would you need from your department or from the public to take action to address this risk factor, warning sign, or trigger you identified?

What sources of resistance can you expect and how could you respond to this resistance?

3. Recommendations

Over the course of this Action Planning Session, you have conducted a mass atrocity risk assessment. You have analyzed your situation, key actors, and your own role in prevention. Based on your assessment, what plan or recommendations have you generated to reduce mass atrocity risk?

How do you anticipate this plan will help prevent mass atrocities? Does it address risk or resilience before, during, or after mass atrocities?

Can you identify two or three steps to implement this plan and its recommendations?

What leadership qualities are important to implementing this plan and its recommendations?

The Iceberg Model

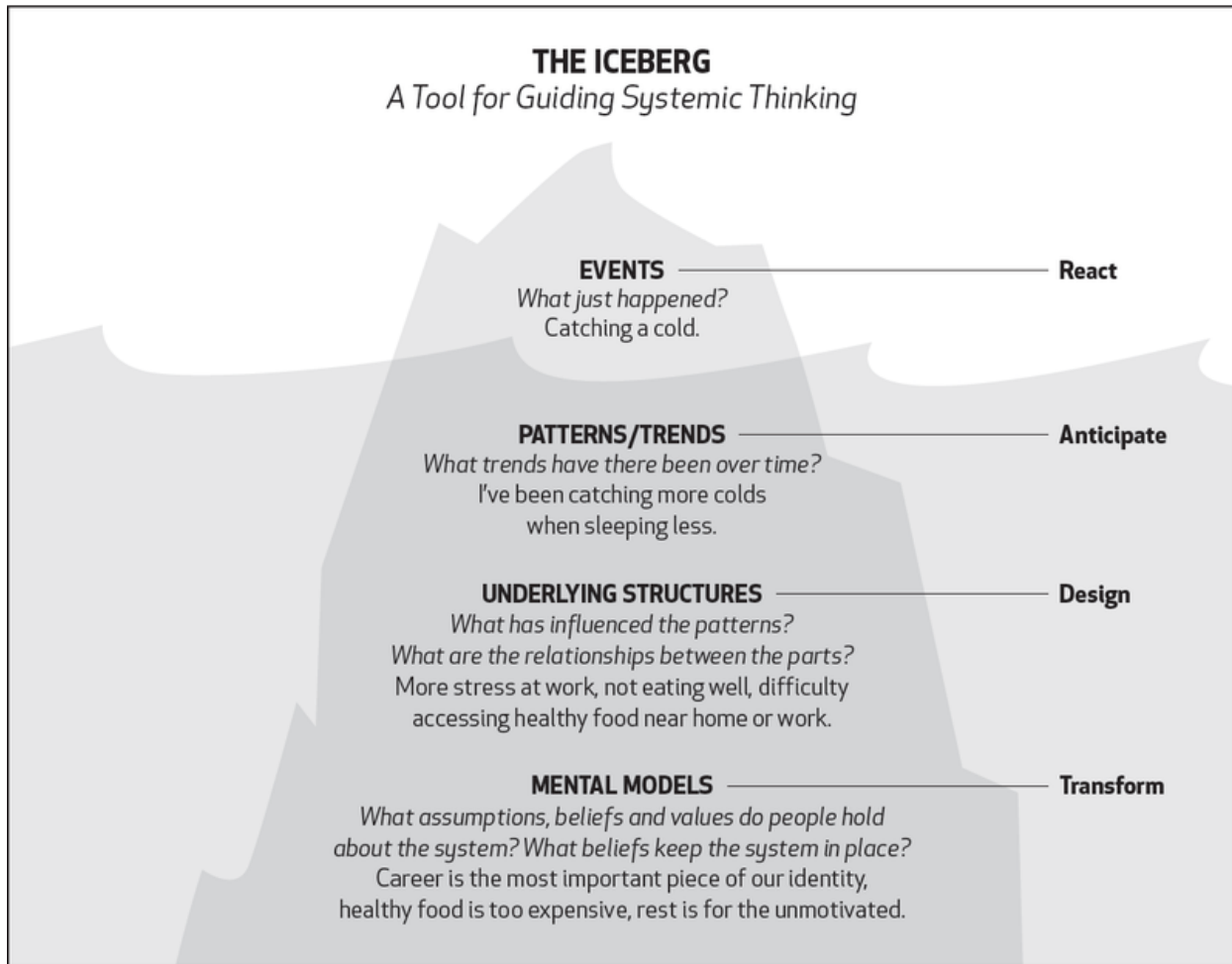


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Supporting Change

<p>BUILD RELATIONSHIPS AND TRUST</p> <p>CONNECT AND CREATE CHANGE NETWORKS</p>	<ul style="list-style-type: none"> • Facilitate dialogue with active listening and safe spaces for engagement • Connect and reach out, socially and professionally • Establish coordination mechanisms among departments or agencies • Consider starting with a small coalition of like-minded people; then invest in broadening the network • Diversity in the network improves the chances for sustaining change
<p>SHARE NEW INFORMATION THROUGH NETWORKS</p>	<ul style="list-style-type: none"> • Shared information creates shared understanding (don't assume all agencies have the same information) • Seek information from all places and people, but beware of overload
<p>ENCOURAGE WIDE, DIVERSE PARTICIPATION</p>	<ul style="list-style-type: none"> • The more people we engage, the more likely change will occur • People may need to personally engage with new changes and ideas before they can accept them
<p>ADDRESS RESISTANCE TO CHANGE AND SETBACKS</p>	<ul style="list-style-type: none"> • Match strategy to type of resistance or setback: <ul style="list-style-type: none"> ○ Preference for or benefits of status quo ○ Lack of clarity or confusion about the change ○ Feeling excluded or not consulted ○ Traumatization • Translate change into behavior and habit formation; provide positive reinforcement
<p>BE AWARE OF POLITICAL REALITIES</p>	<ul style="list-style-type: none"> • Find allies and make alliances • Stay connected to the opposition even though it is hard • Engage the voices of those who disagree with you • Sell pieces of your ideas first (small wins, gradual buy-in) • Wait for "ripeness," a time when people might be most receptive to your idea

Steps for Managing Change

- Adjust perspective (expect some chaos and uncertainty)
- Diagnose the problem or situation (risk and resilience assessment, Iceberg Model)
- Shrink the change: Know your sphere of influence
- Identify "high leverage" points (small acts, big impact)
- Identify the type of change you seek (technical [a new skill] or adaptive [a new practice] or both)
- Support people to adopt the change (see Supporting Change table)
- Consult diverse stakeholders (at appropriate points)