



USAID
FROM THE AMERICAN PEOPLE

Sequencing activities in complex integrated conflict-sensitive programming

Presenter: Chris Huggins

**Treasure, Turf and Turmoil: The Dirty Dynamics
of Land and Natural Resource Conflict**

February 2011

What is sequencing?

- Getting started in program or activity design
- Identifying outcomes desired
- Considering initial interventions that are feasible and mutually reinforcing
- Ordering interventions so that necessary conditions are in place for interventions to succeed

Sequencing steps

- 1) Use assessments and conceptual model to visualize relationships among factors
- 2) Identify broad outcomes desired, specific localities and populations
- 3) Consider entry points
- 4) Flag **enabling conditions**
- 5) As an iterative (responsive/participatory) process, develop more specific interventions

What are enabling conditions?

- Formal and informal policies, regulations
- Institutional capacity and social capital
- Market variables
- Socio-political stability



Link specific actions that address proximate drivers/threats/conflicts to strategies for addressing enabling conditions

Tools for a sequencing strategy

- **A theory of change**
- Key outcomes
- A menu of possible interventions
- How outcomes and interventions are linked (mutual reinforcing)
- Priorities and parameters (USAID and external)
- Scenario planning using your conceptual model



Sequencing lessons

1. **Peace and Stability.** If a minimum degree of social harmony is not assured, it may be very difficult to achieve positive outcomes. This should be addressed first.
2. **Good Governance.** A degree of functional governance (formal or informal) is a prerequisite
3. Efforts to create or stimulate **markets** for land or natural resources should **wait** until other key objectives are fulfilled (biodiversity conservation, equitable access to land, reducing vulnerability, etc)

Sequencing lessons

- Team will need to draw heavily on the Integrated Assessment to ensure attention to drivers, enabling conditions
- Adaptability is key.
- Flexibility should be built into all aspects
- Stakeholders should be included in all stages of program design and implementation



Sequencing: practical experiences

- Do you have experiences with sequencing that you would like to share?