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# **Sequencing activities in complex integrated conflict-sensitive programming**

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

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# 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

# Questions to guide sequencing

- Governance Gaps:
  - Are there important institutional/technical gaps or weaknesses?
  - Are there critical legal and/or policy needs?
- Operational/Technical Gaps:
  - Are there informational barriers? Transparency, evidence, common definitions/constructs...
  - What are the human and structural capacity gaps?
- Special Considerations:
  - How do issues sort across time: immediate, near, medium and long-term?
  - What are the flash points (actual and latent)?
  - What are the Agency comparative/strategic advantages and limitations: legitimacy, know-how, resources?

# 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. **Process is key.** A transparent and inclusive process is critical to success.
3. **Good Governance.** A degree of functional governance (formal or informal) is a prerequisite.
4. Efforts to create or stimulate **markets** for land or natural resources should **wait** until other key objectives are fulfilled (equitable access to land, reducing vulnerability to resource scarcities, 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?

