

Description	Analysis, mapping, prioritization exercise, brainstorming, discussion, technical advice	
Overview	<p>This activity examines the program’s results. It consists of four parts.</p> <ul style="list-style-type: none"> • Identify which groups benefit from the projects’ results, and who benefits more/less. • Identify strategies, activities, and behaviors needed to make results more inclusive. • Prioritize which solutions are the most effective and practical. • Reflect on defined programmatic improvements to ensure that they do not actually exclude other groups. 	
Objectives	<ul style="list-style-type: none"> • Examine the extent to which results we have considered are inclusive. • Build further strategies, approaches, and activities to make them more inclusive. 	
Why do this?	The complexities of a social environment can be difficult to capture when planning. This activity helps the project team examine excluded or marginalized groups and the ways the project aims to reach them to address that exclusion or marginalization. It ends with recommendations to strengthen inclusion, in the form of approaches, actions, and attitudes that can be used by program staff and managers to strengthen project’s outcomes.	
Prerequisite activity?	Yes	Theory of Change; project logic or results frameworks
Facilitator needed?	Yes	Internal or External
Time	3 hours	
Materials	Flip charts, colored papers, colored sticky notes, markers/pens	
Participants	Design and Implementation team, support teams, partners, beneficiaries, stakeholders	

Part I: Mapping beneficiaries on the Results Pyramid

Note to the Facilitator: If the project team has not produced a Social Inclusion Analysis, begin by asking the team to reflect on all the beneficiary groups they target. If the team has completed Phase II, then ask the team to review that Analysis report, focusing only on identified excluded groups. If you can include beneficiaries among the project team, consider alternating the reflection and discussion process through “Stories of Change”. The facilitator will need to work with the project manager(s) and other relevant staff in advance to identify the higher-level results of the project that should be examined during this activity. Limit the focus to one or two results and have a handout or visible flip-chart poster with the project results and impacts clearly shown.

How the Activity Is Done: Have a large flip chart paper on the floor similar to the graphic on the right, broken into three levels:

- The broad base of the pyramid including all the groups that benefit the most from the project
- Middle level including groups that moderately benefit from the project
- The narrow top level including groups that benefit the least

Ask the group to map targeted project participants within each level, using sticky notes placed inside corresponding pyramid sections. If you are examining the project's impact, guide participants to think of higher level project results. Ask them to read impacts from flip charts you have posted on the walls. Even if you are focusing on specific results, you can start by asking the team to think of the project as a whole and consider all results - there are usually consistencies in how results are shaped and who they target. Starting at the base of the pyramid, list all groups that benefit most from project activities. Moving up a level, list groups that are moderately included and at the top, not consistently included.

Part II: Make it equal!

Note to the Facilitator: Groups will discuss how to improve inclusiveness in project results. Guide them to think about strategies, behaviors, activities, and actions. Keep track of discussions to summarize and find trends across the different groups. Later, you will analyze the answers and group them by patterns.

How the Activity Is Done: Break the group into smaller groups, each focused on one of the three pyramid levels. Groups discuss what the project should do to "square up" the pyramid: to give some attention to the base; a little more to the middle; and intensive attention to the top, where benefits from project results or impact are the most narrowly distributed. (20 minutes)

Groups write down their answers on sticky notes and place them on the relevant arrow. Below is a list of questions to help discuss the possible solutions:

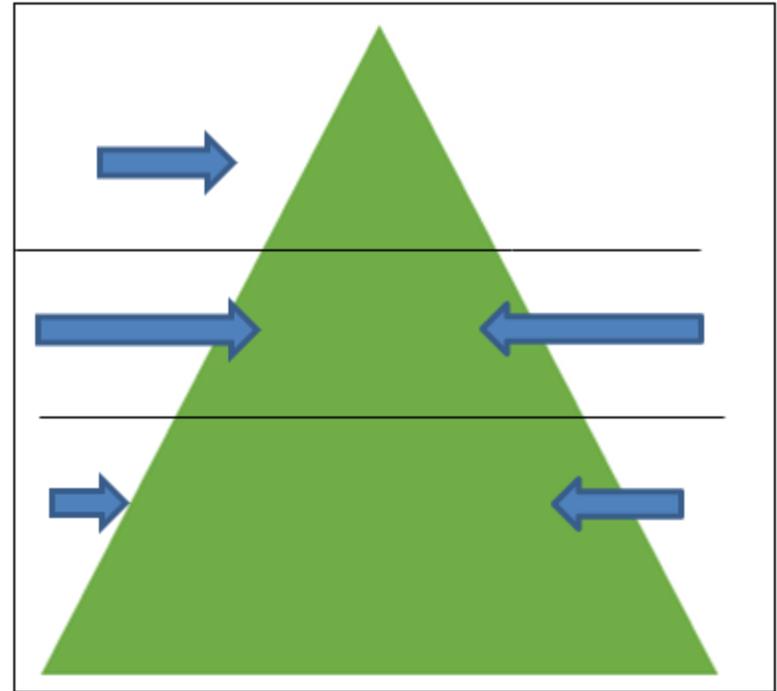
- Why are the least-included groups important to program's success and community prosperity?
- What can we do to maximize the project's benefit to them?
- What can the community do to include them?
- How do we make these things happen?

Once all the responses are posted on arrows, analyze and group the answers, using one of the two following options:

Option 1: Analyze and group by emerging patterns and move to Part III of this activity.

Option 2: If there are no consistencies across the suggested solutions, group into two main categories:

- Implementing *specific* activities for more excluded groups



- Implementing *activities that include all groups* with an adaption, focus, and modification to ensure everyone benefits equally.

Part III: Defining and Validating Prioritized Options

Note to Facilitator: If you received many solutions and they seem impractical to accomplish, refer to the Prioritization Activity in Phase III, and implement that activity. Then engage the team in Validating the Prioritization with Stakeholders. If the group focuses on solutions that enhance all the groups, use those answers and move to Part IV below.

Part IV: The Assurance

How the Activity Is Done: Read each of the results and ask the group to think critically, in light of the discussions, whether they need to modify the way the result is stated. If so, do a plenary brainstorming. To do this, first complete the worksheet for this activity. When it's complete, look for trends; point out if some of the solutions seem inequitable or irrelevant to the needs of the groups. Take notes and share them with project decision-makers along with recommendations to improve the result statement. Guiding questions:

- What are the concepts of inclusion that are not captured in the results statement?
- Why were they not captured?
- How can the result be improved?

The group will then map those in order of priority against the results.