

Jamaica CDCS Mid-Term Stocktaking TDY - Detailed TDY/Facilitator's Guide

January 17-20, 2016

Materials:

- Markers
 - Post-its
 - Table tent paper (pre-printed for World Cafe?)
 - Easel paper/easels
 - Table toys
 - Folders and note paper (LL notepads)
- tape
 - LEARN handouts
 - [Session note taking templates](#)
 - Office report out PPT template

Time / Location	EVENT	Lead/Co-Facilitator/Notetaker
Tuesday, Jan. 17/Campus		
8:00am - 8:45am 10:00am - 10:30am	TDY team meet with Mission Director TDY team meet with Leadership Team	TDY team, Mission Director, Leadership Team
11:00am - 11:45pm Working Lunch		
11:45am - 3:30pm (3:45 hours, including a break)	Mission-wide Opening Session HIGH-LEVEL AGENDA Objectives: <ul style="list-style-type: none"> ● Set the stage for reflective conversation to inform planning and development of the next CDCS ● Ensure a common mission-wide understanding of the USAID/Jamaica theory of change and assumptions with an eye to scenario planning Proposed Agenda: <ul style="list-style-type: none"> ● Kick-off and Overview of week and what to expect <ul style="list-style-type: none"> ○ Introductions of participants, TDY team (15 minutes) ○ Table tents (keep them all week!) ○ Meeting Groups: <ul style="list-style-type: none"> ▪ IR/Technical Offices <ul style="list-style-type: none"> ● IR1/Global Climate Change, IR3/Health (Office of Environment and Health) ● IR2/Democracy and Governance (Office of Citizen Security) ▪ Stakeholder consultation with donors and international organizations ● Jamaica Theory of Change (development hypothesis), Assumptions, and Scenario Planning Exercise (2.5 hours) ● Wrap up (15 minutes) 	TDY team, Mission Director, other DC representatives (?)

<p>11:45am - 11:53am (8 min)</p>	<p>Kick-off Welcome and introductions (during lunch)</p> <p>Maura: Welcomes team, shares enthusiasm for the potential of the week to inform the next CDCS for Jamaica. Talking Points</p> <p>Welcome to our TDY team. Sarah Schmidt is the DCOP for the LEARN contract, and Samantha Levine-Finley is a Senior Learning Specialist. The LEARN contract is USAID’s mechanism for helping the agency to incorporate collaborating, learning and adapting into all aspects of how we do our jobs. The purpose is to help USAID make better decisions to result in improved development outcomes.</p> <p>Let’s also go around the room and have each person share their name, their role, and a fun fact about themselves.</p>	<p>Maura</p>
<p>11:53am - 12:00pm (7 min)</p>	<p>Agenda and objectives Slide 2</p> <p>Sarah: Thanks to the room. We are going to talk about some of the high-level themes for the week and some expectations for how we can work together.</p> <p>The purposes of a midcourse stocktaking exercise are to:</p> <ul style="list-style-type: none"> • Reflect on progress at the strategy level; • Better understand and re-validate critical assumptions; and • Identify necessary course adjustments. <p>Here’s how we are going to get that done.</p> <p>Slide 3</p> <p>Here is the schedule for the week. This is our kickoff session we will talk about the first three years of your strategy; what is working or not (both internally and externally); what additional info/assessments/evaluations do we need between now and next CDCS.</p> <p>Tomorrow, the technical teams will do deeper dives into their specific Intermediate Results and consider recommendations for actions to take now and in the future in regards to the next CDCS. On Thursday, a group of external stakeholders from the US Government, Government of Jamaica, donors and other constituents will share their insights and recommendations about the next country strategy for Jamaica.</p> <p>On Friday, we will gather at Powell Plaza again to hear presentations from each of the technical teams and the stakeholder group. We will do some action planning to help set you on a good course to start work on your next CDCS. Throughout the week, we’ll ask you to keep an eye on some cross-cutting themes: gender, youth, the changing development context in Jamaica, and sustainability and transition.</p> <p>(Point to easel paper with cross-cutting themes listed)</p>	<p>TDY team</p> <p>Need easel paper with cross-cutting themes posted on the wall.</p>

	<p>Slide 4 Here are our overall goals for the week. Read slide.</p> <p>Slide 5 We do also have some expectations for the week (read slide)</p> <p>Does anyone have anything they would add to this list?</p> <p>Does anyone have any questions about the overall agenda for the week or what we'll be working on together?</p> <p>We will have a parking lot (show parking lot easel paper) where we can list questions or issues that come up during the week. If they are not answered in the course of our work, we'll have time on Friday to address them.</p>	
<p>12:00pm - 3:30pm (3:30 hours, including a break)</p> <p>12:00pm - 12:20pm (20 min)</p> <p>12:20pm - 12:25pm (5 min)</p>	<p>Theory of Change and Assumptions</p> <p>Slides 6-9 Program Office staff</p> <p>Theory of Change - TOC</p> <ul style="list-style-type: none"> • Revisit Jamaica TOC at the strategy level • What is Jamaica's approach? What needs to be addressed now? <p>Slide 10 Sarah/Samantha</p> <p>Thank you. We are now going to take a closer look at the assumptions that underlie your current CDCS. The purpose is to determine whether these assumptions still hold up, where they might be less accurate, and what new assumptions have emerged.</p> <p>When we talk about assumptions, we are really looking at suppositions we have made about variables that are crucial to our success, but are outside of USAID's control, such as political unrest. Are dimensions of the current CDCS based on a certain type of government administration in Jamaica, or a certain amount of stability?</p> <p>We also look at assumptions that depend on the actions of other organizations, such as the US Government and other donors. Did the Mission assume a certain level of funding on which to base its projects?</p>	<p>TDY team, Program Office staff, Team Leaders</p> <p>3 team leaders - one posted at each table Hand out table host instructions</p>

<p>12:25pm - 12:30pm (5 min)</p>	<p>Slide 11 We will explore these assumptions, and others, in a process called a World Cafe. The purpose of this process is to generate as many ideas as possible from you. The result is a rich, layered discussion that we hope will help you prepare for tomorrow when you'll be doing deeper dives into the IRs and DO.</p> <p>In this process there will be three tables. At each table, a team lead will help facilitate a discussion around a particular question.</p> <p>You will have a series of three 15-minute conversations. We will call time and ask you to change tables for each session so you have the chance to talk with a variety of colleagues. Each table host has instructions for how to help support the discussions. And they will be taking notes on the highlights of each conversation</p> <p>Any questions?</p> <p>Okay let's get started.</p>	
<p>12:30pm - 12:45pm (15 min)</p>	<p>Slide 12 Please begin your conversations about your assumptions. Table hosts, please be sure to capture the highlights of the discussions on the easel paper at your table.</p>	
<p>12:45pm - 1:00pm (15 min)</p>	<p>Slide 13 Please move to a new table. Your question is "how has our environment changed"? Please begin your discussions.</p>	
<p>1:00pm - 1:15pm (15 min)</p>	<p>Slide 14 Please move to a new table. This conversation will be a little different. Your table host will ask someone to interview him/her about the question of what they have learned. The table host will provide a set of questions, and then table participants will be asked to raise their own questions. Whoever is the interviewer - please be sure to capture highlights of the discussion on easel paper or ask someone else at your table to serve as a notetaker. Please begin your discussions.</p>	
<p>1:15pm - 1:35pm (20 min)</p>	<p>Slide 15 Now we are going to ask you to divide up by technical office to give you a chance to debrief these conversations with your colleagues. Let's have OEH sit over here and OCS gather over here.</p> <ul style="list-style-type: none"> ● Discuss what stood out for you in these discussions. ● What were the main takeaways to inform your IR-specific conversations? ● Are there knowledge gaps or critical questions that we should try to address? 	

<p>2:30pm - 2:35pm (5 min)</p>	<p>around the room and hear the ideas.</p> <p>Who would like to start?</p> <p><i>Facilitator - see if others have the same driver, get consensus on where they should all be placed. Do this quickly, not a lot of conversation. Keep it moving!</i></p> <p>Slide 23</p> <p>Let's take a look at how each of the sections of this matrix should be managed in terms of scenario planning.</p> <p>Anything with low impact should be monitored, rather than drive planning.</p> <p>Items that fall in the moderate range of impact are important for planning.</p> <p>Items that have the possibility for high impact are far more important for planning because they may have a great impact.</p> <p>The combination of high impact and high uncertainty - these are called Critical Uncertainties. If they occur, they could have a major impact and we don't know how they will turn out.</p> <p>The next step is to choose two of the drivers in the top right hand quadrant that are the most uncertain and the most critical in terms of impact on USAID/Jamaica</p> <p>Let's do that now.</p>	
<p>2:35pm - 2:40pm (5 min)</p> <p>2:40pm - 2:45pm (5 min)</p>	<p>Slide 24</p> <p>Let's write our two critical uncertainties on big sticky notes. Now let's turn them into polarities (ex: More/Less, High/Low, All/none). What would make the most sense?</p> <p>Here the resulting chart. Here are the quadrants for World 1, World 2, etc.</p> <p>Slide 25</p> <p>To give you a sense of what this can look like when it's completed, here is an example of four worlds created regarding energy in the future.</p> <p>The two critical uncertainties were focus on green energy and the availability of money.</p> <ul style="list-style-type: none"> • In the top right corner, you have GONE GREEN. The most government focus on green energy and the most money available. This is world where targets are met, policies are focused and structures are in place to make it happen. This is the world with the most progress. • In the top left, you have CONSUMER POWER. money available but less ambition. In this world, there is money for invention but the work is consumer driven, rather than government or policy driven, so results may not include a focus on long-term or universal needs. • In the lower right corner, you SLOW PROGRESSION. A lot of ambition but little funding. Progress is slow, choices are restricted, and change may be bumpy. • Finally, in the lower left corner, you have NO PROGRESSION. You 	

<p>2:45pm - 2:47pm (2 min)</p> <p>2:47pm - 3:00pm (13 min)</p>	<p>are wanting for ambition and funding. Fossil fuels remain in place, the focus is short-term, and affordability is key.</p> <p>How would you plan for these worlds TODAY?</p> <p>Now we are going to divide into four groups and flesh out these worlds. Please count off by 4.</p> <p>Let's have the 1s at this table, the 2s at this table, the 3s over here, and the 4s over there. Here are your instructions:</p> <p>Slide 26 Read slide</p> <p>Slide 27 Read slide</p> <p>There is a worksheet to help guide your discussions on the back side of your STEEP handout. You will have about 10 minutes for this exercise.</p>	
<p>3:00pm - 3:15pm (15 min)</p> <p>3:15pm - 3:25pm (10 minutes)</p>	<p>Slide 28 Okay, World 1. Please tell me the name of your world (facilitator write on large sticky note). Please start your presentation. World 2 World 3 World 4</p> <p>Slide 29 Thank you for these fascinating ideas. Read questions on the slide and facilitate conversation. Capture the highlights and key recommendations.</p>	
<p>3:25pm - 3:30pm (5 min)</p>	<p>Slide 30 Closing: Mission Director</p>	
<p>Wednesday, Jan. 18/Campus</p>		
<p>Office of Environment and Health (IR1/Global Climate Change and IR3/Health)</p>		
<p>8:00am - 11:30am (3:30 hours)</p>	<p>HIGH-LEVEL AGENDA Objectives:</p> <ul style="list-style-type: none"> • Reflect on progress at the DO and IR levels (what has worked, what has not) • Looking ahead to the next CDCS, identify proposed changes to the 	<p>TDY team, others (staff from Program Office), Team Leaders</p>

	<p>results framework, DO and IRs, indicators, operations and/or management approach or a rationale for staying the course</p> <ul style="list-style-type: none"> • Provide PPT template for report-out to whole mission <p>Proposed Agenda:</p> <ul style="list-style-type: none"> • Intro and Welcome (15 minutes) <ul style="list-style-type: none"> o Set the stage for an open, honest session • Reflection on current CDCS and implications moving forward (1:45 hours, including 15 minute break) <ul style="list-style-type: none"> o Work individually to reflect on progress/suggestions for IRs - and the cross cutting issues impacting the IRs - keeping in mind mission-wide session outputs o Use targeted questions to get at answers and recommendations o Discuss in small groups o Prepare a report-out to the large group • Report-outs and prioritization (60 minutes) <ul style="list-style-type: none"> o Share findings from small group discussions o Identify priorities through dot voting • Dialogue and next steps (20 minutes) <ul style="list-style-type: none"> o Review template for report outs; plan for group to work on report before Friday • Closing (10 minutes) 	
<p>8:00am - 8:15am (15 min)</p>	<p><i>Ask participants to mix themselves up and sit with members of a different IR/team. Ask participants to create table tents with their names so facilitators can refer back to them.</i></p> <p>Introductions</p> <ul style="list-style-type: none"> • Facilitators introduce ourselves. <p>Objectives/Agenda/Logistics</p> <ul style="list-style-type: none"> • Reflect on progress at the IR levels (what has worked, what has not) Looking ahead to the next CDCS, identify proposed changes to the results framework, DO and IRs, indicators, operations and/or management approach or a rationale for staying the course • Reflections, Report-outs and Prioritization, Next Steps <p>Explain Parking Lot</p> <ul style="list-style-type: none"> • Parking Lot=unfinished conversations or questions • Plus / Delta feedback wall throughout the session and end of day • Other housekeeping as needed 	<p>TDY team, Program Office staff</p>
<p>8:15am- 8:30am (15 min)</p>	<p>Energizer activity ...maybe something related to scenario planning.</p>	

<p>8:30am - 8:45am (15 min)</p> <p>8:45am - 9:30am (45 min)</p>	<p>Reflections and Implication</p> <p>Individually (in silence) have people answer the following questions: [SLIDE]</p> <ul style="list-style-type: none"> • 5 ideas/outputs from the mission-wide session were most relevant to your IR • 4 things in the current CDCS that are working well for your IR • 3 ways that your IR is engaging on cross-cutting issues • 2 challenges with the current CDCS for your IR • 1 unrealized opportunity for your IR <p>Brainstorming and action planning - Table activity <i>Share out and prioritize (20 mins)</i> As a group, share your individual answers and capture highlights and key observations on a flip chart paper from the conversation. (10 mins)</p> <p>Collectively identify two to three priority challenges, unrealized opportunities or successes to address or amplify for the office. (10 mins)</p> <p><i>Brainstorming towards action planning (20 mins)</i></p> <p>Collectively brainstorm action items and recommendations for these priorities by answering the following questions and thinking about the current and future CDCS. [FLIP CHART or SLIDE]</p> <table border="1" data-bbox="279 1045 1162 1461"> <thead> <tr> <th data-bbox="279 1045 643 1108">Current CDCS</th> <th data-bbox="643 1045 1162 1108">Next Generation</th> </tr> </thead> <tbody> <tr> <td data-bbox="279 1108 643 1461"> What small changes can be made over the next 18 months to address that can set us up for success in the next generation CDCS ? </td> <td data-bbox="643 1108 1162 1461"> What recommendations do you have to address these for the next generation CDCS? What we need to know, that we don't know that we can learn over the next 18 months to put this recommendation into action- PEA, scenario planning, special research study, etc. </td> </tr> </tbody> </table> <p>Chart them on a flip chart with a line down the middle of the paper similar to the slide - Current/ Next Gen</p>	Current CDCS	Next Generation	What small changes can be made over the next 18 months to address that can set us up for success in the next generation CDCS ?	What recommendations do you have to address these for the next generation CDCS? What we need to know, that we don't know that we can learn over the next 18 months to put this recommendation into action- PEA, scenario planning, special research study, etc.	<p>TDY team, Program Office staff, team leaders</p>
Current CDCS	Next Generation					
What small changes can be made over the next 18 months to address that can set us up for success in the next generation CDCS ?	What recommendations do you have to address these for the next generation CDCS? What we need to know, that we don't know that we can learn over the next 18 months to put this recommendation into action- PEA, scenario planning, special research study, etc.					
<p>9:30am - 10:00am (30 min)</p>	<p><i>Feasibility (30 mins)</i> Review the recommendations by thinking through a feasibility lens. Which are the most feasible considering resources and level of effort to level of impact. Groups should prioritize 2-3 based on this. [SLIDE]</p> <p>Choose presenter to report back to the whole room.</p>					
<p>10:00 -</p>	<p>Break</p>					

10:15am (15 min)		
10:15am - 11:00am (30 minutes)	Report-outs (15mins) <ul style="list-style-type: none"> A presenter from each group reports back to the room and provides top recommendations with feasibility analysis, rationale, timeline. You'll have about 5 minutes each Post the flip chart(s) on the wall Prioritization - Dot voting (15mins) <ul style="list-style-type: none"> All participants receive three dots to vote on their top three priority recommendations for the Office. Participants walk up the flip charts and cast their vote 	TDY team
11:00am - 11:20am (35 mins)	Debrief Next steps <ul style="list-style-type: none"> Discuss presentation to Mission staff on Friday - who and what. 	TDY team, Program Office, Team Leaders
11:20am - 11:30am (10 mins)	Closing	Team Leader(s)

11:30am - 12:00pm WORKING LUNCH

Office of Citizen Security (IR2/Democracy and Governance)

11:45am - 3:00pm (3:15 hours, including breaks)	<u>HIGH-LEVEL AGENDA</u> Objectives: <ul style="list-style-type: none"> To reflect on progress at the DO and IR levels (what has worked, what has not) To identify proposed changes to the results framework looking ahead to the next CDCS, indicators, operations and/or management approach or a rationale for staying the course Provide template for report-out to whole mission Proposed Agenda: <ul style="list-style-type: none"> Welcome (15 minutes) <ul style="list-style-type: none"> Set the stage for an open, honest session Detailed brainstorming in small groups (1-3-all, 1:15 minutes) <ul style="list-style-type: none"> Work individually to reflect on progress/suggestions for each IR - and the cross cutting issues impacting the IR - keeping in mind mission-wide session outputs Use targeted questions to get at answers and recommendations Discuss in small groups Prepare a brief report-out to the larger group Report-outs and prioritization (45 minutes) <ul style="list-style-type: none"> Share findings from small group discussions 	
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	<ul style="list-style-type: none"> o Identify priorities through dot voting • Break (15 minutes) • Dialogue and next steps (35 minutes) • Closing (10 minutes) 	
11:45am - 12:00pm (15 min)	Introductions (during lunch) <ul style="list-style-type: none"> • Have everyone say their name, position, and answer a fun question; use table tents from previous day Agenda/Logistics <ul style="list-style-type: none"> • Brainstorming, Report-outs and Prioritization, Next Steps Explain Parking Lot <ul style="list-style-type: none"> • Parking Lot=unfinished conversations or questions • Other housekeeping as needed 	
12:00pm - 12:15pm (15 min)	Brainstorming Individually (in silence) have people answer the following questions: <ol style="list-style-type: none"> 1. Based on discussions from previous day, is this IR still relevant, achievable and sufficiently resourced? 2. Given what we have learned, what makes sense? 3. What can we no longer be comfortable with? 4. What is working? What are the challenges? Unrealized opportunities? Deliverables <ul style="list-style-type: none"> • Are we on course? • What are our critical assumptions? • What recommendations do we have going forward? 	
12:15pm - 1:15pm (1 hour)	Form groups of 3. <ul style="list-style-type: none"> • Share answers in small group, notetaker documents highlights and key observations on one flip chart sheet <ol style="list-style-type: none"> 1. Identify top two to three important and realistic recommendations based on dialogues to address issues (including timeline, rationale, feasibility analysis, potential impact of alternate scenarios) 	
1:15pm - 2:00pm (45 min)	Report-outs and prioritization <ul style="list-style-type: none"> • Small groups share recommendations with the whole room and address the stated deliverables <ol style="list-style-type: none"> 1. All participants receive three dots to vote on their top three priority recommendations for the IR 	
2:00pm - 2:15pm	Break	

(15 mins)		
2:15pm - 2:50pm (35 min)	Dialogue and next steps <ul style="list-style-type: none"> • Discuss timeline of chosen recommendations • Discuss presentation to Mission staff on Friday • Other dialogue 	
2:50pm - 3:00pm (10 mins)	Closing	

Thursday, Jan. 19/Powell Plaza

Stakeholder Consultation

8:30am - 11:30am (3 hours, including a break)	<p><u>HIGH-LEVEL AGENDA</u></p> <p>Objectives:</p> <ul style="list-style-type: none"> • Reflect on Jamaica TOC and assumptions • Reflect on progress at the DO and IR levels (what has worked, what has not) • Looking ahead to the next CDCS, gather input for potential changes to the results framework, DO and IRs, indicators, operations and/or management approach or a rationale for staying the course • Provide template for report out to whole Mission <p>Agenda:</p> <p>Welcome (15 minutes)</p> <p>Theory of Change and Assumptions</p> <ul style="list-style-type: none"> • Ensure a common understanding of the USAID/Jamaica theory of change and assumptions with an eye to scenario planning <p>Detailed brainstorming in small groups Work individually to reflect on progress/suggestions for each IR - and the cross cutting issues impacting the IR - keeping in mind mission-wide session outputs</p> <ul style="list-style-type: none"> • Use targeted questions to get at answers and recommendations • Discuss in small groups • Prepare a brief report-out to the larger group <p>Report-outs and prioritization (60 minutes)</p> <ul style="list-style-type: none"> • Share findings from small group discussions • Identify priorities through dot voting <p>Dialogue and Next Steps (15 minutes)</p>	TDY team, Program Office staff, Team Leaders
8:30am - 8:45am	<p>Introductions</p> <ul style="list-style-type: none"> • Have everyone say their name, position, and answer a fun 	TDY Team

(15 min)	<p>question; ask participants to do table tents with their names so facilitators can refer back to them</p> <p>Welcome</p> <ul style="list-style-type: none"> • Set the stage for an open, honest session • Explain the CDCS stocktaking process; the plan for this week and hoped-for outcomes • Highlight key themes (Gender and Youth, changing development context in Jamaica, Sustainability and Transition) • Learn about first three years of strategy; what is working or not (both internally and externally); what additional info/assessments/evaluations do we need between now and next CDCS • Goal is not to have same discussions that you have had before • TDY team is here to facilitate and be objective, not to tell you that you are right or wrong • Importance of open and honest reflection to stocktaking success • Goal is to identify critical issues and how we can adapt for success, not to blame an individual or team • Expect high level of participation and enthusiasm • Be honest, but constructive • Nothing is a failure if you are learning from it <p>Agenda/Logistics</p> <ul style="list-style-type: none"> • Brainstorming, Report-outs and Prioritization, Next Steps <p>Explain Parking Lot</p> <ul style="list-style-type: none"> • Parking Lot=unfinished conversations or questions • Other housekeeping as needed 	
<p>8:45am - 9:05am (20 min)</p> <p>9:05am - 9:40am (35 min)</p>	<p>Theory of Change - TOC</p> <ul style="list-style-type: none"> • Revisit Jamaica TOC at the strategy level • What is Jamaica’s approach? What needs to be addressed now? <p>Assumptions</p> <ul style="list-style-type: none"> • Have participants identify all current assumptions re: TOC • TDY team facilitates categorizing individual notes with CDCS assumptions and identifies new assumptions • Group brainstorm on whether or not those assumptions are holding up and what new assumptions have emerged 	<p>TDY team, Program Office staff, Team Leaders</p>
<p>9:40am - 9:55am (15 minutes)</p>	<p>Brainstorming</p> <p>Individually (in silence) have people answer the following questions:</p> <ol style="list-style-type: none"> 1. What are the positive and negative internal and external influencers to the IR? 1. What is working? What are the challenges? Unrealized opportunities? 	
<p>9:55am - 10:10am</p>	<p>Break</p>	

10:10am - 10:40am (30 min)	Form IR-specific groups of 5-6. <ul style="list-style-type: none"> Share answers in small group, notetaker documents highlights and key observations on one flip chart sheet 1. Identify top two to three important and realistic recommendations based on dialogues to address issues (including timeline, rationale, feasibility analysis, potential impact of alternate scenarios)	TDY team, Program Office staff, Team Leaders
10:40am - 11:15am (35 min)	Report-outs and prioritization <ul style="list-style-type: none"> Small groups share recommendations with the whole room 1. All participants receive three dots to vote on their top three priority recommendations for the IRs	TDY team, Program Office staff, Team Leaders
11:15am- 11:25am (10 min)	Dialogue and next steps <ul style="list-style-type: none"> Discuss timeline of chosen recommendations Discuss presentation to Mission staff on Friday (with Program Office person who will deliver presentation) Other dialogue 	TDY team, Program Office staff, Team Leaders
11:25am - 11:30am (5 min)	Closing	TDY team, Program Office staff, Team Leaders
12:00pm - 1:00pm LUNCH		
1:00pm - 3:00pm (2 hours)	TDY debrief with Leadership Team	
Friday, Jan. 20/Powell Plaza		
Mission-Wide Action Planning		
8:00am - 11:30am (3.5 hours, including a break)	HIGH LEVEL AGENDA <ul style="list-style-type: none"> Opening Energizer Introduction and objectives (Mission Director - 15 minutes) IR and stakeholder presentations, gallery walk and voting (40 mins) Action Planning for next 12-18 months (75 min) Comments from DC-based personnel (15 min) Parking Lot items (10 minutes) Personal Reflections and Appreciations (20 minutes) Closing (10 minutes) 	TDY Team, Mission Director, Team Leaders, Program Office staff
8:00am - 8:15am (15 min)	Opening Energizer (TBD)	TDY Team
8:15am - 8:30am (15 min)	Welcome and Debrief of the Week <ul style="list-style-type: none"> Reflections on the week Appreciation for participation 	Mission Director

	<ul style="list-style-type: none"> Objectives for the morning 	
8:30am - 8:55am (25 min)	Presentations 5-10 minutes each <ul style="list-style-type: none"> Office of Environment and Health Office of Citizen Security Stakeholder consultation 	
8:55am - 9:10am (15 min)	Gallery Walk and Prioritization <ul style="list-style-type: none"> View presentations, including recommendations Each participant gets 3 dots to vote on top ideas 	
9:10am - 10:00am (50 min)	Action Planning dialogue <ul style="list-style-type: none"> Based on top items, what is possible in the next 12-18 months? What obstacles could get in the way? What is low-hanging fruit (high impact, low effort)? 	
10:00am - 10:15am (15 min)	Break	
10:15am - 10:40am (25 min)	Action Planning - continued <ul style="list-style-type: none"> What assessments might be needed in advance of the next CDCS (i.e. PEA)? 	
10:40am - 10:50am (10 min)	Comments from DC-based personnel	
10:50am - 11:00am (10 min)	Parking Lot items	
11:00am - 11:20am (20 min)	Personal Reflections <ul style="list-style-type: none"> "I learned _____" "I will _____" Appreciations (TBD)	TDY Team
11:20am - 11:30am (10 min)	Closing	Mission Director
11:30am - 12:30pm LUNCH		
12:30pm - 1:30pm (60 min)	Debrief with Mission Director, Program Staff, Leadership Team <ul style="list-style-type: none"> Reflections, observations Wrapping up the Stocktaking 	TDY Team