ECOWAS Guide to Joint Analysis and Response Planning

2020

This guide was developed with Support from the United States Agency for International Development (USAID) under the Reacting to Early Warning and Response Data in West Africa (REWARD) program.

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PREFACE

This Joint Analysis and Response Planning (JARP) Compendium was produced with the support of the United States Agency for International Development's (USAID's) Reacting to Early Warning and Response Data (REWARD) project in collaboration with the Economic Community of West African States (ECOWAS). With the goal to enhance early warning and response systems to reduce the risk of violence in West Africa, REWARD was part of a broader U.S Government initiative, the Early Warning and Response Partnership (EWARP). The objective of EWARP is to bolster the capacity of the ECOWAS Early Warning and Response Network (ECOWARN) to monitor, gather, analyze and disseminate threat information to its 15 member states to support peace and security in the region.

Created on May 28, 1975, ECOWAS is a regional intergovernmental organization formed by the following fifteen (15) Member States: Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, The Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo. In addition to its economic and political integration agenda, its mandate includes assuming a leadership role in predicting and preventing serious national and transnational conflicts in West Africa, including political violence, terrorism and violent extremism, ethnic conflicts, sectarian tensions, human rights violations, transnational organized crime, ecological disasters, pandemics and epidemics, amongst others.

Since September 2015, USAID/West Africa has worked closely with ECOWAS's Early Warning and Response actors to develop this compendium of frameworks and manuals that encompass a holistic and collaborative human security early warning and response system for ECOWAS. The JARP walks early warning and response actors through the entire process of diagnosing and analyzing human security risks, vulnerabilities and resiliencies, to formulating evidence-based response planning, to ensuring mainstreaming of social and gender inclusion, to conducting after-action reviews for feedback mechanisms to continuously strengthen these processes. The JARP compendium is comprised of two frameworks and three manuals: The Human Security Risk and Vulnerability Assessment Manual (HSRVA), Human Security Analysis Framework (HSAF), the Early Warning Gender Integration Manual & Training Modules, the ECOWAS Response Planning Framework (ERPF) and an After-Action Review (AAR) Manual.

I trust that these tools will facilitate synergistic engagement between ECOWAS departments and the member states for an effective data driven peacebuilding and conflict prevention programming, that will impact positively on human security by bridging the gap between Early Warning and Response.

Jean-Claude Kassi BROU
President of the ECOWAS Commission

ACKNOWLEDGEMENTS

ECOWAS acknowledges with gratitude the support of the United States Agency for International Development (USAID) through the Reacting to Early Warning and Response Data in West Africa (REWARD) project which provided the financial and technical support to produce this Joint Analysis and Response Planning (JARP) Compendium. The production of these tools could not have been successful without the support and leadership of key ECOWAS Senior Management, including the ECOWAS President, H. E Jean-Claude Kassi BROU; both the current and former Commissioners of Political Affairs Peace and Security (CPAPS), General Francis Awagbé BEHANZIN and Mrs. Halima Ahmed, respectively; the Director of Early Warning, Dr. Gueye Abdou Lat; the Director of Political Affairs, Dr. Remi Ajibewa; the Director, Gender, Youth, Sports, CSO, Employment and Drug Control, Dr. Sintiki Tarfa Ugbe; and the Director of Peacekeeping and Regional Security, Dr. Cyriaque Agnekethom. ECOWAS would also like to highlight the expert contributions from the staff of ECOWAS's Early Warning Directorate, with particular thanks to Mr. Kebba Touray and all the Early Warning Analysts and Systems Team in the development of the Human Security Risk and Vulnerability Assessment (HSRVA) and Human Security Analysis Framework (HSAF); with special thanks also to Mrs. Esther Daramola, who coordinated the production of the Early Warning Gender Integration Manual and Training Modules. Additionally, we are grateful to our staff in the ECOWAS Conflict Prevention Framework (ECPF) Secretariat, Mr. Constant Gnacadja and Mrs. Sa'adatu Shuaibu, for their level of collaboration and commitment in engaging the ECPF Internal Steering Committee and Focal Point Directorates in the development and practical application of the ECOWAS Response Planning Framework (ERPF) and the JARP tools.

ECOWAS is grateful for the USAID support provided under REWARD and the completion of The Human Security Risk and Vulnerability Assessment (HSRVA) Manual, Human Security Analysis Framework (HSAF), the Early Warning Gender Integration Manual & Training Modules, the ECOWAS Response Planning Framework (ERPF), and the After-Action Review (AAR) Manual. Also thank you to all the experts and contributors: Ms. Ina Pislaru, Senior Regional Governance Advisor of USAID West Africa's Regional Peace and Governance Office; Dr. Benjamin Jensen, the USAID REWARD consultant who led the development of the HSAF and ERPF; Dr. Jacqueline Ogega, REWARD's Senior Gender Advisor, who led the development of both the Early Warning Gender Integration Manual and Training Modules. ECOWAS appreciates also the support and expert contribution of the USAID REWARD team, in particular, , Ms. Leora Addison, USAID REWARD Project Director; Mr. Alimou Diallo, the USAID REWARD Chief of Party; Ms. Patricia Taft, Ag. Executive Director, the Fund for Peace, Mr. Nate Haken, Program Director, the Fund for Peace; Mr. Marcel Maglo, Programs & Field Operations Manager, the Fund for Peace; Mr. Ignatius Onyekwere, USAID REWARD Early Warning Adviser; Ms. Olivia Stokes Dreier, Executive Director, Karuna Center for

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Thank you all for your continued trust in ECOWAS and we look forward to more partnerships with you in the future.

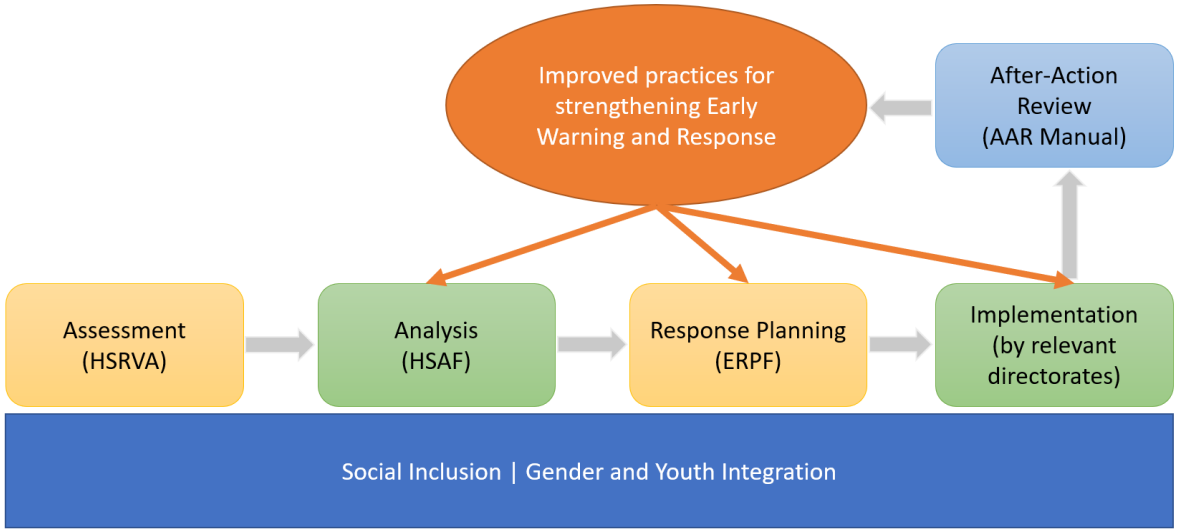
Mrs. Finda E. M. Koroma
Vice President of ECOWAS Commission

Overview

The Joint Analysis and Response Planning (JARP) process is a comprehensive, four-stage, Early Warning and Early Response (EW/ER) process. The process begins with **Stage 1: EW Data Assessment** using the Human Security Risk and Vulnerability Assessment (HSRVA) methodology developed with the Early Warning Directorate (EWD). The process continues with **Stage 2: EW Analysis** using the Human Security Analysis Framework (HSAF) methodology developed with the EWD. The process then shifts to **Stage 3: Collaborative Response Planning** using the ECOWAS Response Planning Framework (ERPF) developed with the ECOWAS Conflict Prevention Framework (ECPF) Secretariat and Internal Steering Committee (ISC). The ERPF is the process for recommending interventions. The process concludes with **Stage 4: An After-Action Review (AAR)** that engages key ECOWAS internal and/or external stakeholders using the AAR Manual developed with the Directorate of Political Affairs (DPA). The JARP process will also ***integrate gender, youth and social inclusion*** considerations throughout the four stages using tools and concepts previously developed by USAID REWARD and ECOWAS, including the Early Warning Gender Integration Manual. While these stages make up a holistic process, they can each be done as standalone processes depending on the needs of the users.

The JARP process, which will be codified in succinct SOPs for each tool will help operationalize an integrated EW/ER mechanism in ECOWAS. These JARP SOPs will clarify lines and mechanisms of communication and collaboration.

Figure 1. JARP Process Flow



STAGE 1: The Human Security Risk and Vulnerability Assessment

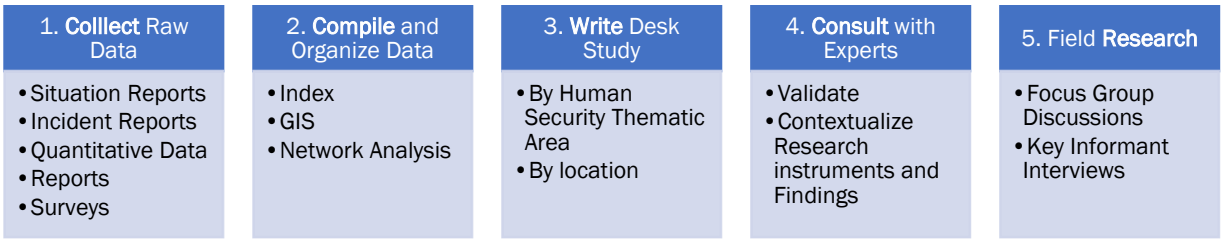
The Human Security Risk and Vulnerability Assessment (HSRVA) provides an updateable baseline diagnosis of human security contexts at the regional, country, or sub-national level. It does so by assessing:

- **Vulnerabilities**: an element of structural or short-term weakness, either natural or of human origin, that characterizes a system or an organization and is susceptible to being transformed into a conflict driver.
- **Risks**: an event-driven factor, emanating from the growth or combination of one or more vulnerability factors, that is susceptible to becoming a conflict trigger.
- **Resiliencies**: any social or institutional factor that is able to prevent or manage risks and vulnerabilities in the short, medium, or long term.

The HSRVA is based on the five human security pillars developed by ECOWAS (Crime, Security, Environment, Health, and Governance) and integrates quantitative data, qualitative research, stakeholder networks, and field research to ***answer the empirical questions who, what, where, and when***. The purpose of this "diagnostic" step is to identify the human security problem that needs to be mitigated, managed, or resolved, and the social/institutional resilience factors that can be leveraged. The process is flexible, and can be adapted to the available time, resources, and period since the previous update.

As described in the HSRVA Manual, the process begins with a desktop study, where the available information, including ECOWARN Situation Reports (SitReps) and Incident Reports (IncReps) is organized according to the human security pillars using GIS, quantitative methods, and a review of relevant reports and documents. This is followed by a validation of the desktop study with technical experts to identify gaps and nuances that need to be contextualized and qualified through field research. Then field research is undertaken in the affected communities including Focus Group Discussions (with men, women, and youth) and Key Informant Interviews (with traditional leaders, government officials, security professionals, women leaders, and civil society groups). Finally, the information on structural vulnerabilities, event-driven risks, and social/institutional resilience factors are catalogued and presented.

Figure 2: Five Steps of HSRVA Methodology

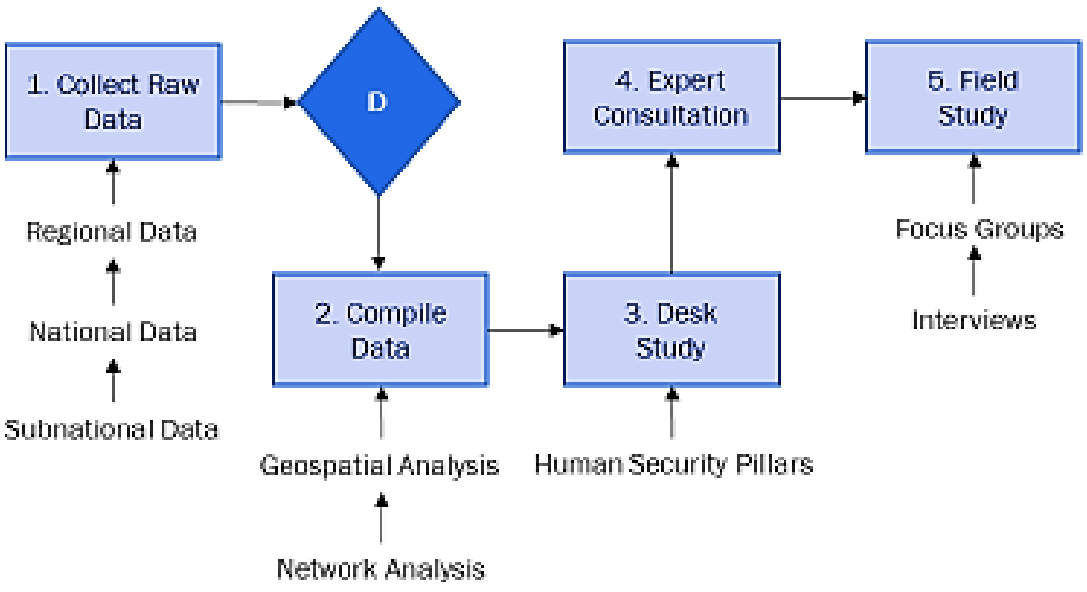


While the EWD takes the lead on these HSRVAs, they are conducted in collaboration with other ECOWAS Directorates and Partners. For example, from 2016-2019, 15 Country Risk and Vulnerability Assessments (CRVAs) were conducted with the Directorate of Political Affairs (DPA) and the Directorate of Peacekeeping and Regional Security (DPKRS) as well

as country-level ECOWARN Field Monitors. The February 2019 Lake Chad Basin Regional Risk and Vulnerability Assessment (RRVA) was conducted in collaboration with the Lake Chad Basin Commission (LCBC) and the Economic Community of Central African States (ECCAS). Meanwhile, at the national level, the National Centers for the Coordination of the Response Mechanism (NCCRMs) have also been trained in EWD's Assessment and Analysis methodologies for maximum interoperability and synergy with the EWD and the national level.

Finally, the HSRVA process also forms the basis of ongoing and sustained interchange between the EWD and the ECPF focal points to promote alignment between identified risk and response. To that end, on a monthly basis, EWD catalogues two or three key risks or vulnerabilities by country (based on a tabulation of the ECOWARN data) and send their "lists" to the ECPF Secretariat who would share the compiled list with all FPDs. FPDs would then respond with the response actions recently undertaken or planned. This feedback helps to strengthen the alignment between risk and response, both helping to refine the recommendations that EWD includes in their early warning products, as well as to help reinforce that evidenced-based undercurrent of ECPF response planning.

Figure 3: HSRVA Process



1	Collect Raw Data using the ECOWARN System with subnational, state, regional inputs resulting in SitReps and IncReps
D	DECISION: Determine if diagnostic analysis of human security patterns warrant deeper analysis (HSRVA)
2	Compile and Organize Data: develop indexes, charts, networks analytics and geospatial products that visualize and describe the human security problem
3	Write a Desktop Study: using the human security pillars write an initial assessment.
4	Expert Consultation: validate the initial assessment using other research instruments.
5	Field Research: conduct interviews and focus groups to refine CRVA findings.

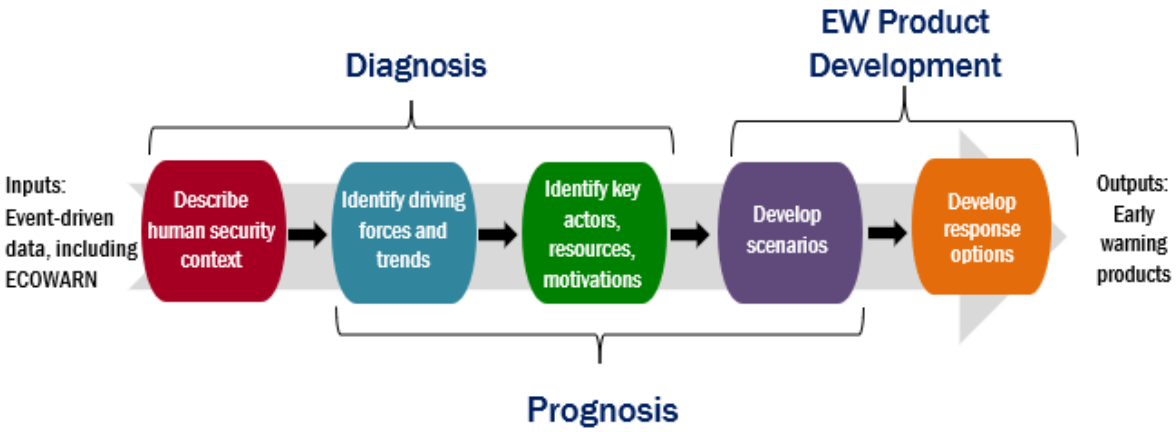
A CRVA begins with data compiled from the **field** using ECOWARN. **EWD** analysts compile this data and conduct additional desktop studies. They validate these studies, in consultation with **experts** from across ECOWAS and its network. EWD analysts then examine the findings in relation to input from the **field**. The refined CRVA is then presented to **leadership**.

STAGE 2: Human Security Analysis Framework

The Human Security Analysis Framework (HSAF) builds on the information provided by the HSRVA to build a deeper understanding of the identified human security issues by analyzing the dynamics and implications of the issue. While the "diagnostic" assessment in Stage 1 answers the empirical questions of who, what, where, and when; this "prognostic" ***analysis answers the more inferential question of why and how***. This analysis considers the drivers, trends, actors, and potential scenarios, to provide a strong basis for structural and operational interventions likely to have a positive impact on human security.

The HSAF considers the causal relationships between factors in all five ECOWAS Human Security thematic areas (Crime, Security, Environment, Health, and Governance), and then narrows the focus to the most critical driving forces and actors for extrapolation. In this way, the analyst derives the most likely short- and long-term scenarios describing how the human security challenge might evolve and the worst- and best-case scenarios including externalities. Based on the specific causal dynamics inferred in the analysis, concrete recommendations for mitigating the causes of human insecurity can be developed.

Figure 4: Five Steps of HSAF Methodology



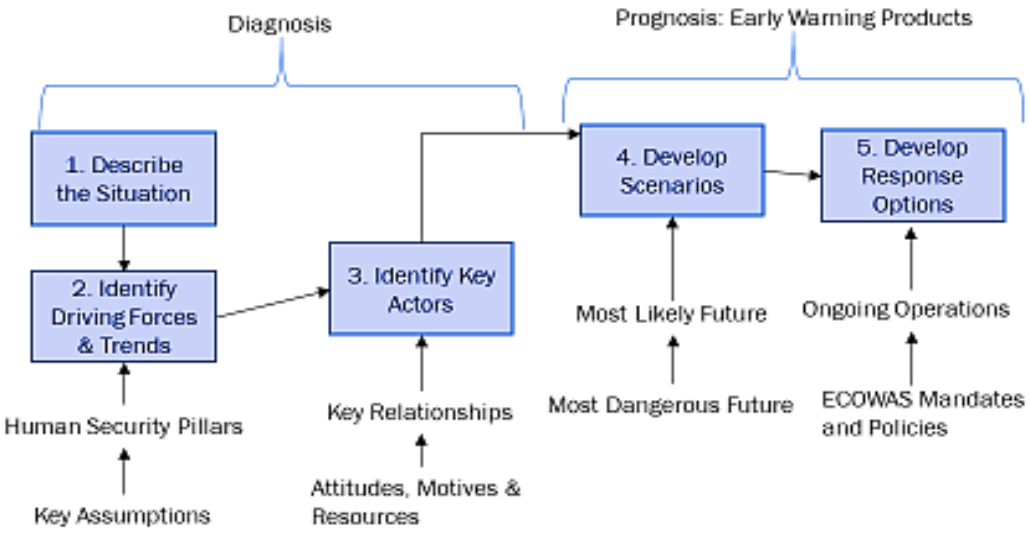
As with the Assessment in Stage 1, the Human Security Analysis in Stage 2 can be done at the regional, national, and/or sub-national levels, and is best done in consultation with experts in the ECOWAS system and in the Member States. This methodology has been stepped down to several of the National Centers for the Coordination of the Response Mechanism (NCCRMs) for standardization of approach and interoperability across the national and regional bodies.

Note: Should an issue highlighted in an EWD product be elevated to an ERPF process, the appointed ERPF team can request a topic specific HSAF from the EWD and/or jointly develop an HSAF with the EWD and relevant ECPF FPDs

Although the five steps of the HSAF will not be explicitly outlined in early warning reports, memos, alerts, or presentations, the HSAF framework guides the logic and reasoning behind any early warning product while preserving the flexibility to adapt to many different types of early warning products as well as resource and time limitations. A framework such as the HSAF, with clearly articulated assumptions and parameters, reduces the potential

for distortion in early warning products due to possible error or bias, distortions which are particularly likely when operating under tight resources and/or time constraints. It also facilitates the necessary dialogue in the gathering of information and ensures a high-quality product that can inform effective planning and response.

Figure 5: HSAF Process



1	Describe the situation using tools like 5Ws (Who, What, When, Where, Why) and the human security pillars.
2	Identify driving forces and trends based on key assumptions about what is causing the human security challenge. This step should include thinking about the overall system and key feedback loops and possible resiliencies.
3	Identify key actors in terms of their attitudes, motives and resources as well as key relationships that affect human security at the local, national, and regional level.
4	Develop scenarios based on your assessment of driving forces and trends as well as key actors.
5	Develop possible response options based on the scenarios that help ECOWAS leadership think about how to respond, keeping in mind ongoing operations and current structural policy.

The HSAF begins when **EWD analysts** either identify an emerging issue or **ECOWAS leadership** requests additional insights based on ECOWARN (IncRep and SItRep) analysis. The analysts develop analytical baseline in consultation with **experts** in ECOWAS and the larger community of Interest and practice. Based on these insights, the analysts finalize their product and present it to EWD leadership, and as necessary ECOWAS **leadership** and other directorates.

STAGE 3: The ECOWAS Human Security Response Planning Framework (ERPF)

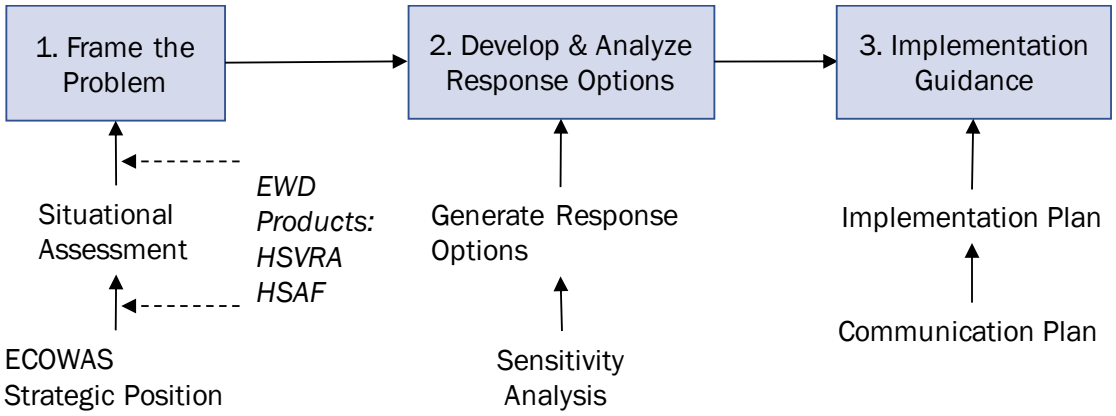
The ECOWAS Human Security Response Planning Framework (ERPF) provides a process ECOWAS leadership can use together with relevant ECOWAS Directorates and Divisions to respond to human security challenges in the ECOWAS region and member states, and local communities. The planning framework is built around three steps: I) Frame the problem; II) Develop and Analyze Response Options and III) Develop an Implementation Plan. These steps allow teams from across ECOWAS to gather the relevant early-warning and other pertinent information, analyze risks and opportunities and mobilize the necessary resources to facilitate a response. The ERPF can be conducted over a period of weeks to months for more deliberate plans or in shorter-time periods in an abbreviated format. The process works across directorates ensuring that leadership can access the expertise and networks resident in each directorate. The framework can also be used by national-level stakeholders.

Step 1: Frame the Problem: A small team nominated by ECOWAS leadership develops an initial estimate using EW information such as ECOWARN, HSRVA, and HSAF products. The team can either be intra-Directorate or cross-functional. Using this information, the team identifies information gaps and seeks inputs from ECOWAS Directorates, NCCRMs, and other expert sources. Through analysis, this data becomes a general situational assessment the team uses to assess ECOWAS's strategic position. Once leadership or their designated representative approves the situation assessment and issues response planning guidance, the ERPF team moves to Step 2.

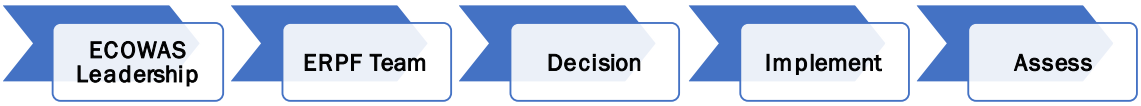
Step 2: Develop and Analyze Response Options: The team takes the approved situation assessment and uses it to generate response options. This step involves active brainstorming and conducting sensitivity analysis to evaluate each option. This step should incorporate other aspects of the JARP toolkit, with an emphasis on ECOWAS human security pillars and social inclusion considerations. The plan is then communicated to ECOWAS leadership and other end users in a manner designed to be iterative and incorporate key feedback. The step ends once the team presents the response package to ECOWAS leadership and receives approval to begin implementation in coordination with other directorates, senior leadership, national centers and local stakeholders.

Step 3: Develop an Implementation Plan: The team translates the approved response options into tools for managing the response and clearly communicating the ECOWAS position to different audiences. This step involves careful considerations of how to synchronize ECOWAS directorates, regional, national, and local partners. This synchronization should include thinking about short-term and long-term resource considerations as well as how best to communicate ECOWAS's position to different actors. This communication strategy should take advantage of other JARP tools such as the HSAF and its description of key actors in terms of their attitudes, motives and resources. The communication strategy should include talking points for ECOWAS leadership and staff. Step III also involves developing a clear, measurable theory of change and M&E analytical framework leadership can use to manage response.

Figure 7: ERPF Process



1	Frame the human security issue using existing assessments such as ECOWARN, CRVA and HSAF. Consider ECOWAS strategic position. Present this assessment to leadership.
2	Generate response options and present them to leadership as a coherent package. Be sure to conduct a sensitivity analysis and consider political, human security, and broader gender considerations.
3	Develop implementation guidance including synchronization mechanisms, resource planning, M&E, and communication guidance (i.e., talking points for different response actors based on local considerations).



ECOWAS Leadership nominates a small team to develop response options. This **ERPF team** Initiates the process, conducting the three successive steps of the process. During Step I: Frame The Problem, they work closely with EWD and other directorates to pull relevant data including ECOWARN products, CRVA and HSAF. Where information isn't available they work with key leader networks to address gaps. During Step II: Develop and Analyze Response Options, the team develops response options and presents them to ECOWAS leadership or their designated representative for a **decision**. Once a decision is made, the team shifts to Step III to **implement** the decision. During this step they develop synchronization mechanisms and a communication plan, being sure to work across the directorates to tailor their approach. The team develops a robust M&E plan as well AAR procedures to ensure leadership can **assess** the response.

Cross-cutting Theme: Social Inclusion

Issues of identity are some of the most challenging aspects of conflict to understand and manage. Effective conflict prevention addresses the root causes of violent conflict which includes the exclusion and marginalization of particular groups in a given society based on their identity. At the same time, regardless of whether identity is a root cause of the conflict, there is often a need to engage a diverse group of stakeholders in order for a conflict prevention program to be successful and bring about positive change.

Social inclusion in early warning and response involves understanding the role identity is playing in a specific context through disaggregation of early warning data collection, assessment and analysis, and utilizing that understanding to reduce marginalization and exclusion in early response planning and implementation.

Social Inclusion in Response Planning

Social inclusion in response planning involves creating opportunities for all those with a stake in lasting peace to shape it. It ensures that the needs and views of the wider population are considered; not just those of the elites or the belligerents in a conflict. Social inclusion involves analyzing the role identity plays in a specific context and utilizing that understanding to reduce marginalization and exclusion as well as harness the benefits of inclusion.

When planning response, inclusion can be supported by:

- ✓ Ensuring the team planning response is diverse.
- ✓ Understanding the factors leading to the exclusion of particular groups in the context where the response is being planned and finding creative and sensitive ways to overcome obstacles to inclusion without alienating other key stakeholder groups.
- ✓ Planning to build the capacity of stakeholder groups, if needed, as part of the response plan.
- ✓ Creating a joint agenda for change.
- ✓ Identifying opportunities for inclusion and monitoring inclusion at every stage of the intervention.

The benefits of inclusion are increased access, opportunity, and equity for traditionally marginalized/excluded groups thus reducing core grievances that can fuel conflict. Other benefits include improved intergroup relations, including state-society relations, and more creative solutions to shared problems. At the program level, attention to social inclusion, creates greater shared ownership and stronger outcomes.

However, the solution to social exclusion is not simply inclusion. The questions of who, how, when and why to include need to be answered. It is also necessary to understand the sources of exclusion, the psychological and structural barriers to inclusion, and how to capture and address them in the context of designing and implementing conflict prevention programs so as to strengthen resiliencies and not further exacerbate vulnerabilities or tensions.

A stakeholder mapping exercise can help identify specific groups that may have a stake in a given effort. Groups may include: civil society, including women's organizations; traditional and religious leaders; minorities; indigenous groups; young people; remote communities; the diaspora; armed groups; and members of the international community.

Gender Integration in Early Warning

Gender integration is the process of systematically considering the gender roles, norms, relations, structures, and other factors that shape the experiences and perceptions of men and women, and boys and girls; and assessing the implications for these identity groups in any situation or planned action. This process is needed in early warning analysis and in planning response because gender shapes how people experience and perceive conflict and crisis and how people participate in and are affected by any response to conflict or crisis. Early warning and response systems are strengthened when gender is integrated as it leads to more robust data sets as well as more informed and tailored recommendations and responses.

The ECOWAS Gender Integration in Early Warning Manual and accompanying training modules provide ECOWAS with guidance on gender integration through every step of the early warning process, including data collection, early warning analysis, report writing and in formulating recommendations. The Manual walks analysts through gender-related questions regarding a particular crisis, disaster or conflict situation. Some of the key questions are captured in the Manual's checklist for integrating gender into early warning based on best practices:

Table 1. Example of Gender Integration Checklist

RISK / VULNERABILITY	WARNING	REPORTING
How does the issue/event affect women and girls, men and boys differently? Why? ☐ What are the specific risks based on other factors, such as disability, age, ethnicity, religion? ☐ What are the different roles, status and power of women/girls and men/boys in this context? ☐ What services have been disrupted for women/girls, men/boys? E.g. for pregnant and/or breastfeeding mothers?	Who is warning about what? ☐ Consult both women/girls and men/boys about the issue/event. They might have different information on the same issue. ☐ Use gender indicators to identify specific warnings between males and females. ☐ Incorporate gender awareness and discussion into identification of warnings with women/girls and men/boys. They might have different perspectives. ☐ Gather sufficient data about how roles, social norms and relations affect how women/girls, men/boys experience the issue/event.	How is gender analysis reflected in incident and situation reports, and any other reports? ☐ Document and report on gender-specific warnings. ☐ Include sex-disaggregated data. ☐ Report on gender-related indicators. ☐ Reports reflect the different needs, roles, perspective, experiences of women/girls men/boys and other factors such as age, ethnicity, and disability. ☐ Write gender-specific recommendations for action.

Though the Manual was developed to support EWD analysts, gender is a cross-cutting theme and many of the Manual's guidelines and questions for applying a gender lens can be useful to staff planning and implementing response programs.

STAGE 4: After-Action Reviews

The ECOWAS After-Action Review (AAR) Manual provides step-by-step guidance for conducting AARs, including key considerations, options, and templates. An AAR is a process of group reflection used by a team to capture the lessons learned from a particular activity around successes and setbacks with the goal of improving future planning and performance. It is not a critique nor full evaluation or evaluation report but rather a learning opportunity for a team to reflect on a project, activity, event, or task so that they can do better the next time. An AAR can also be employed in the course of an activity or mission to learn while doing and make course corrections.

Given that many of the activities that can be the subject of AARs can involve personnel from across the ECPF FPDs and ECOWAS, this AAR guidance can benefit the organization and the early warning and response system as a whole. It is also possible to have shorter AARs on specific tasks and activities.

Following are some types of missions and projects where AARs might be used:

- Fact-finding missions
- Technical assessments
- Electoral observation missions
- Technical assistance/support missions
- Preventive diplomacy and mediation interventions
- Peacekeeping missions
- Humanitarian assistance missions
- Conferences
- Training workshops

After an activity, the lead directorate for the activity plans the AAR. This step involves deciding the focus of the review, who will facilitate it, who will participate, the length of time needed, and the logistics. ***Though the AAR format and framing of the questions can vary depending on the context and complexity of the activity under review, all AARs ask four fundamental questions:***

1) ***What was supposed to happen?*** This question highlights consensus or lack of consensus within the team on what were the objectives and the plans of action. How to frame the question depends on the context.

2) ***What actually happened?*** This question highlights successes and shortfalls by examining the differences between what was planned and what actually occurred. It also helps identify what happened that was not expected, whether positive or negative, and the reasons why.

3) ***What went well and why?*** This question surfaces things that were done, whether planned or not, that should be sustained. These should be included in the recommendations.

4) ***What can be improved and how?*** This question surfaces lessons learned and actionable recommendations for improvement that can be applied to future missions.

10 Steps for Planning and Organizing an AAR

Below are the main steps in planning an AAR.

1. **Decide on the work activity under review** – is it a discrete activity within a mission or project or is it focused on a mission or project as a whole? If it's a more complex AAR, get input from key stakeholders and decision-makers on what they would most like to learn from the exercise and the areas of focus.

2. **Obtain necessary approvals and funds**, if needed.

3. **Decide on Roles and Responsibilities** – Who will be facilitator (internal or external) and who will take notes and how will the reporting on the AAR will be done.

4. **Decide jointly with the facilitator on the specific learning objectives**, appropriate length of the AAR given the scope of the AAR, and the type and number of participants.

5. **Select a venue** that is comfortable and accessible for all who are participating and free from distractions. Sometimes a neutral environment that is off-site is preferable if funds are available.

6. **Communicate to the participants well ahead of time** where and when the AAR will be held and what to expect.

7. **Develop the agenda** with the facilitator and distribute it to participants before the AAR.

8. **Conduct the AAR**.

9. **Institute a follow-up or monitoring mechanism** for implementation of the AAR recommendations.

10. **Document the AAR** and the monitoring mechanism in a report, distribute it, and make it accessible for long-term institutional knowledge (through, for example, an on-line knowledge management platform).

The AAR will yield a number of lessons learned and actionable recommendations for improving future similar activities which are captured in an AAR report and disseminated. A designated person or team then follows-up and tracks the application of lessons learned to future similar activities.

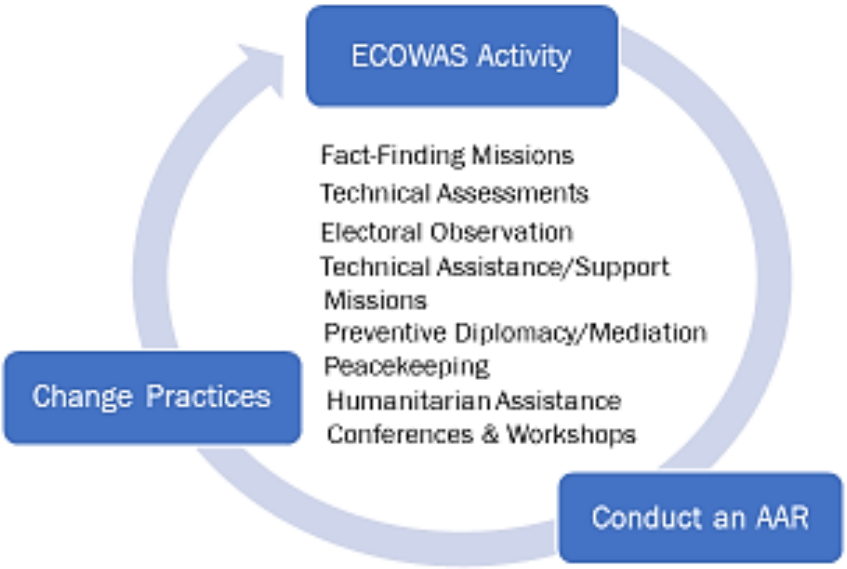



Figure 8: AAR Process