
**HOW LOGFRAME APPROACHES COULD
FACILITATE THE PLANNING AND MANAGEMENT
OF HUMANITARIAN OPERATIONS**

Bernard Broughton

broughton@consultpdm.com

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1 COVERING NOTE

This paper was written on contract by an independent consultant, Bernard Broughton, for the World Food Programme in October 2001.¹ WFP has indicated that it has no objection to its dissemination. An earlier version of this paper was circulated for comment via ALNAP. At that point the author proposed an ‘Emergencies Operation Logframe’ (a modified Logframe). This now appears in the present paper as a ‘Planning Matrix’, to fully distinguish it from a standard Logframe. This later version of the paper is also ‘front-ended’ with a ‘Summary Logframe’ to be prepared as part of the submission for the project/operation. If some agencies/organisations find this element unnecessary the ‘Planning Matrix’, designed specifically for use in humanitarian operations, can stand on its own (provided it is coupled with the recommended ‘Monitoring and Reporting Matrix’). The Planning Matrix is essentially a modified Logframe tool for planning and implementing a humanitarian response in a fast-unfolding context.

2 INTRODUCTION

This paper explores the potential strengths and weaknesses of Logframes in relation to WFP Emergency Operations (EMOPs), Protracted Relief and Recovery Operations (PRROs) and Special Operations (SOs). The paper suggests:

- A simplified ‘summary Logframe’ to be prepared as an integral part of each EMOP, SO and PRRO submission;
- A ‘Planning Matrix’ which could be helpful as a planning and management tool for Country Offices and Sub-Offices during the early stages of an EMOP, SO or PRRO and for as long as the situation remains unstable;
- A separate ‘Monitoring and Reporting Matrix’ which would help to focus those activities and should be developed early in an operation;
- The use of a ‘detailed Logframe’ (as required for WFP’s development projects) once the situation has stabilised and adequate information is available for systematic forward planning (especially for PRROs where the focus shifts to recovery).

Formats are suggested for complementary management tools – an Implementation and Resource Schedule and a Short-Term Workplan.

3 THE STRENGTHS AND WEAKNESSES OF LOGFRAMES

The main strengths of the Logical Framework Approach are the discipline it brings to testing and clarifying means, ends and assumptions, and its potential as a collaborative consensus building exercise. In addition the Logframe concisely describes a proposed operation and provides a framework for determining how performance should be measured (through the development of indicators), providing the foundation for monitoring, reporting and evaluation.

The main weaknesses are that the full, detailed Logframe is time-consuming to develop and requires a good understanding of the conventions involved, and once

¹ The appropriate contact within WFP for comment/feedback is Zlatan.Milicic@wfp.org

completed tends to become frozen in time. This limits both the practicality and value of the Logframe in a fast evolving planning environment like an emergency.²

The proposed solution to these competing strengths and weaknesses is to (a) present simplified summary Logframes with EMOP, SO and PRRO submissions, and (b) develop a flexible and responsive planning and management tool for field offices to use during the early stages of an operation and for as long as the situation remains unstable. Clear procedures will also have to be developed for revising Logframes, but the availability of a day-to-day planning and management tool will take the pressure off the need to make frequent, rapid revisions.

4 PROPOSED SUMMARY LOGFRAME

To improve the quality of design of operations ‘at entry’ it is proposed that a summary Logframe be prepared for all operations (EMOPs, SOs and PRROs). These should be detailed down to the outputs level but below that should only specify *indicative* activities and inputs with no requirement for indicators, means of verification or assumptions at this level.

Summary Logframe

	Results Hierarchy	Performance Indicators	Means of Verification	Assumptions/ Risk
	Goal			
1	Purpose³			
1.1	Output			
	<i>Indicative activities and inputs (listed):</i>			
1.2	Output			
	<i>Indicative activities and inputs (listed):</i>			

² There are other shortcomings of the Logframe that are accentuated in an emergency:

- The information needs specified in a Logframe are limited to monitoring requirements (driven by specified indicators) and there is no mechanism for specifying information that remains to be collected or responsive action that has to be taken immediately.
- There is provision for assumptions but it is ‘isolated’ on the far right hand side of the matrix and there is no mechanism for specifying how assumptions should be dealt with (the convention is to develop a separate Risk Management Matrix but this would be unwieldy in an emergency setting).

³ Additional purpose level statements (with supporting outputs) may be required for additional components.

1.3	Output			
	<i>Etc:</i>			

Indicative activities and inputs are needed to support the initial budget and demonstrate how outputs are *likely* to be delivered. It could be argued that a full, detailed Logframe should be required at commencement at least for a PRRO, but realistically it may be some months before implementation commences, by which time many activities would probably have to be revised anyway. In the case of an EMOP or SO developing a full Logframe at commencement would be totally unrealistic and should not be a priority.

5 PROPOSED PLANNING MATRIX

At the commencement of an EMOP or SO a lot has to be planned and organised in a short space of time, often by a small team. Moreover, emergency managers are typically handicapped by a lack of good data and considerable instability, both on the ground and in a programming sense (given all the actors involved in an emergency, the uncertainty of resourcing, etc). As a result guestimates (informed judgments) have to be made about needs, resources and the likely activities of other agencies/organisations based on previous experience and the information that is coming to hand from day to day.

Under these circumstances there are risks that sub-optimal decisions will be made and it would be very useful to be able to offer emergency managers a flexible planning and management tool that could be applied to give form to ongoing assessment and operational planning & management. This suggests a tool that could be used iteratively in short, sharp one hour planning sessions as a ‘live’ planning and management framework capable of being used to actively involve several participants (sometimes including other agencies and beneficiary representatives). Although the summary Logframe submitted with the original proposal provides a framework, the standard Logframe is a relatively ‘closed’ product and not a good tool for planning on the run. The emergency setting and the immediate needs of emergency managers call for a more open-ended, responsive framework that can be built on from day-to-day initially, and subsequently from week-to-week.

Rather than try to fully operationalise the Logframe it is proposed that the following ‘Planning Matrix’ be trialed as a planning and management tool for field offices during the early stages of an operation and for as long as the situation remains unstable and a Logframe would be an inadequate tool on its own.

The proposed Planning Matrix is in essence a reworked Logframe. It incorporates the Results Hierarchy from the summary Logframe. But it then opens up the rest of the matrix to enable emergency managers to continue to assess needs and opportunities, test assumptions, and identify action urgently required as the situation and new information demands. This is achieved by placing an assumptions column in the centre of the matrix (what we *think* we know and what we *think* we should do), and an ‘information / action required’ column on the right.

The proposed Planning Matrix does not include an indicators column – the summary Logframe will already specify indicators at the output level and it is proposed that activity level indicators be incorporated in the activity statements in the first column of the Planning and Reporting Matrix and further detailed in a Monitoring Matrix (discussed further below).

Planning Matrix

	Results hierarchy (strategy)	Critical assumptions⁴	Information/action urgently required
	<i>Goal</i>		
1	<i>Purpose</i>		
1.1	<i>Output</i>		
1.1.1	Activity		
1.1.2	Activity		
1.1.3	Activity		
1.2	<i>Output</i>		
1.2.1	Activity		
1.2.2	Etc		

See **Annex A** for a worked example of this matrix based on internal displacement and an emergency food distribution.

First column: Results hierarchy

The first column of the Planning Matrix is derived from the first column of the summary Logframe prepared for the operation and reflects the strategy selected.

Purposes/components

Additional purpose level statements (with supporting outputs and activities) may be required for an additional and operationally distinct component e.g. institutional feeding in towns where the main thrust of the operation is feeding IDPs in camps.

⁴ Alternatively this column could be more broadly headed ‘Information gaps/Critical assumptions’ (in which case the third column could be headed simply ‘Action urgently required’).

Outputs and activities

The biggest challenge in drafting and revising the Planning Matrix is likely to be distinguishing appropriately between outputs and activities. There is a tendency in WFP (and elsewhere) to include statements at the outputs level that are really activities. Getting the output level right is critical, in part because it provides the logical link between activities and the stated purpose. Appropriate output level statements are the key to a sound design.

Performance Indicators and Means of Verification

The Planning Matrix does not include the 2nd and 3rd columns found in a standard Logframe because including an indicator column would split the outputs and activities (the first column) from the assumptions, and detract from the 'active planning' role of the Planning Matrix. Moreover, the output level indicators will have been described in the summary Logframe anyway and it should be possible to weave indicators for activities into the activity statements themselves and further detail output and activity level indicators in a Monitoring and Reporting Matrix (discussed further).

Indicators for *quantitative* standards and targets are easily implied in an activity statement. However, it is not so easy to dispense with indicators for *qualitative* standards and targets (e.g. concerning beneficiary participation in decision-making). WFP has set quantifiable targets for the participation of women, for which the information requirements are straightforward, but beyond this it is not self-evident what information is required to measure, for example, what influence women have on distribution committees. Indirect (or 'proxy') indicators are needed for this. These can be specified in the 3rd column if they are immediately relevant (as information urgently required) and they can be further treated in the proposed Monitoring and Reporting Matrix that includes an indicators column.

Second column: Assumptions

Assumptions have been made centre stage because they are critical in emergency operations where there is a lot that is not well known and has to be assumed. Assumptions have to be made about:

- The appropriateness of outputs in the absence of a thorough assessment (e.g. assumptions underlying ration levels such as the access of the people affected to non-relief foodstuffs whether from their own production, existing stocks or elsewhere);
- Implementation capacity (e.g. IP's capacity to put in place efficient and equitable distribution mechanisms);
- External inputs or conditions (e.g. the conduct of nutritional surveillance by an INGO, or the army's capacity to contain insecurity on the roads).

In the standard Logframe the assumptions column is used to test if achievements at one level in the logical hierarchy will lead or are leading to achievement at the next level. This test should still be applied (between activity, output and purpose levels).

Putting the assumptions column in the centre is a natural enough thing to do considering that when designing a standard Logframe you normally complete the assumptions column after the logical hierarchy and before turning to the 2nd and 3rd columns (the monitoring system). I have just relegated the indicators column to a separate matrix (the Monitoring and Reporting Matrix) to keep it out of the way.

Third column: Information/action required

The consequence of highlighting assumptions should be:

- the collection of more information;
- remedial action; and/or
- the addition of activities and/or outputs to fill gaps/meet risks.

For example in the IDP example it would be reasonable to ask field staff and/or the implementing partner to conduct post-distribution monitoring focusing on whether or not the 50% reference ration meets the needs of the most food insecure and if it doesn't how they are coping. This might lead to a recommendation to target extremely vulnerable individuals (a revision of the original plan).

Monitoring and Reporting Matrix

It is proposed that a separate Monitoring and Reporting Matrix be developed early in an emergency operation (at least within a few weeks of commencement). As explained above, the monitoring matrix is normally part of the Logframe (2nd and 3rd columns) but for practical reasons it is not included in the Planning Framework. This is not to suggest that the Planning Framework excludes monitoring – testing assumptions and collecting critical information are a form of monitoring. For example, data on malnutrition and mortality may be critical and this may result in measures to collect this data (or ensure others collect it) before a Monitoring and Reporting Matrix can be drafted.

Sample Monitoring and Reporting Matrices are included in **Annex B**.

Implementation and Resource schedule; Workplans

It is proposed that *inputs* be specified in an Implementation and Resource schedule, linked to the summary Logframe and Planning Matrix by a common first column (as is standard practice in development programmes). (See **Annex C**).

Workplans for Sub-Offices could similarly be developed incorporating the first column of the summary Logframe/Planning Matrix, with more detail at the activity level and incorporating responsibilities and issues. (See **Annex D**).

The more detailed activities would have to include information and action requirements specified in the 3rd column of the Planning Matrix – if its not recorded it might not get done. For example, the 3rd column in the Planning Matrix might note the need for more information on the vulnerability of a particular group. This would have to be reflected as an activity in a Sub-Office workplan.

Facilitation skills

Using the proposed Planning Matrix in a collaborative way requires good facilitation skills and a willingness to experiment with visualisation techniques e.g. transferring the Planning Matrix onto cards and presenting it on a wall in a meeting room to ensure that participants are engaged in the planning process and that ideas can be captured, discussed and agreed in 'real time'. Given the likely preoccupation of CO staff with immediate concerns and the special skills involved in preparing for and satisfactorily staging these brainstorming exercises it is proposed that one member of the team be designated as the planning and review facilitator for the operation. If there were nobody on the team with these skills it would be worthwhile bringing in an additional person for the first critical weeks.

6 PROPOSED DETAILED LOGFRAME

It is proposed that a detailed Logframe (fully developed at the activity level as required for WFP's development projects) be drafted once the situation has stabilised and adequate information is available for systematic forward planning. This would be most likely to apply to PRROs, especially where the focus shifts to recovery, but might in rare cases apply to EMOPs and SOs.

This approach represents a *phased* approach to design in so far as the initial focus is on higher level objectives (the summary Logframe), and energy is subsequently invested in further developing the design as circumstances permit (the detailed Logframe). It is suggested that this is realistic and will strengthen the overall design of longer-term operations (most notably PRROs). An example of a detailed Logframe for a PRRO is presented in **Annex E** (in a draft form).

7 STRENGTHENING THE LOGICAL FRAMEWORK APPROACH

As has been pointed out, the main weaknesses of the Logframe are that it is time-consuming to develop and tends to become frozen in time. These weaknesses need to be addressed head-on by WFP when introducing summary and/or full Logframes for its operations. Areas that need to be addressed, and strategies for doing so, follow.

Regular 'mini' reviews need to be conducted to test operations, including the connection between activities, outputs and higher-level objectives in the first column of the Logframe/Planning Matrix (in effect testing outcomes). Regular reviews should also 'step outside' the Logframe/Planning Matrix to test the relevance/appropriateness of the strategy (*Is there a better way of reaching our goal?*).

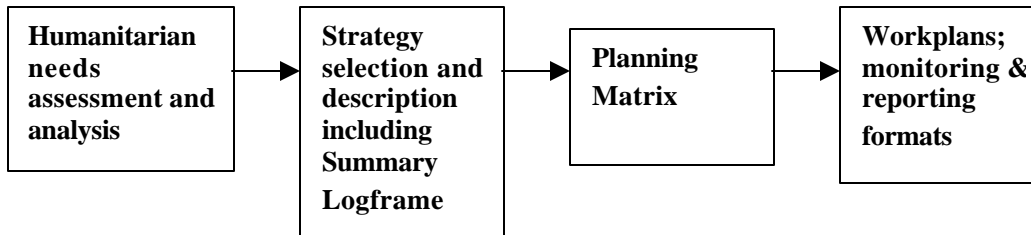
Procedures need to be developed for the conduct of such reviews and incidentally for revising design documents, including Logframes, to reflect the review recommendations and the changes that are captured in the use of the Planning Matrix. To this end the existing budget revision procedure needs to be broadened to more clearly encompass design revisions, whether or not there are budgetary implications, and clear directions need to be given as to what level of authority needs to be sought for particular changes e.g. substantive changes to planned outputs (which is the level where important design changes are most likely to occur).

There is a danger that in-country staff will get bogged down drafting summary and/or detailed Logframes. To guard against this it would be prudent to develop a range of sample Logframes to guide staff i.e. fully worked examples for typical settings. These would have to be very well considered and improved over time as experience with Logframing increases. A side benefit of generating samples would be giving HQ and Regional Bureaux some control over the quality of the Logframes produced and ensure the incorporation of important quantitative and qualitative standards. But the samples should not be a straight jacket and innovation should be encouraged. With the sharing of people's efforts in mind, new Logframes should be collected as they are developed by COs and the better ones made available electronically through *WFPGo*.

Finally, if requested by a CO the Regional Bureau should provide expert facilitation to assist in-country teams to develop robust Logframes, rather than leave them to flounder.

8 THE LOGFRAME IN CONTEXT

Although the focus of this paper is the value of Logframe approaches, it is important to stress that a number of important steps precede (and follow) the drafting of a summary Logframe and Planning Matrix. The usual sequence is summarised in the following boxes, although in an emergency setting it will be necessary to frequently ‘loop back’ to earlier steps.



The first step is to conduct a needs assessment and analysis, however limited this may initially have to be in some emergency settings. The analytical tool commonly used for this in the development context is the ‘problem tree’. This is a relatively quick exercise that with adaptations is suitable for humanitarian operations. Basically problems are brainstormed, written on cards, stuck on a wall, and then rearranged with causes at the bottom and effects at the top. (This problem analysis should start with a broader view than those matters that WFP may be able to address. For example protection may be an important issue – it should not be ignored just because it is not within WFP’s mandate.) The trunk of the tree (the cards in the middle) should include problems/needs/opportunities that can be addressed by humanitarian action (although not necessarily by WFP).

The second stage, strategy selection, involves focusing on the sub-set of humanitarian problems/needs/opportunities that are within WFP’s mandate, and considering alternative ways of meeting them. The extraneous cards may be relevant as critical assumptions to be noted later in the summary Logframe/Planning Matrix (e.g. that UN forces will be able to provide protection to refugees). In considering strategies it is important to include consideration of local resources, particularly the leadership capacity of the people concerned. Having considered the alternatives a preferred strategy should be selected.

Strategies should be documented⁵ and the narrative description structured with headings that follow the Results Hierarchy, i.e. goal, purpose(s), outputs and indicative activities. This is clearer and delivers the first column of the summary Logframe. A diagram depicting the strategy (in a pyramid format with the goal at the top and outputs and their indicative activities across the bottom) should be prepared on cards and displayed on a wall in the CO so that staff can readily visualise it and critique its ongoing relevance and appropriateness in regular staff meetings.

⁵ The PRRO guidelines require the documentation of a Recovery Strategy but this should be expanded to require the presentation of a Relief and Recovery Strategy to ensure core mandate responsibilities are adequately addressed.

ANNEXURES

SAMPLE PLANNING MATRIX (FOR AN EMOP, IDP EXAMPLE, FIRST WEEKS)

	Results hierarchy (Strategy)	Critical assumptions	Information/action required
	Goal: To reduce the number of hungry IDPs in [x district, y country]. ⁶		
1	Purpose: To maintain the minimum acceptable nutritional and dietary standards of encamped IDPs	<ul style="list-style-type: none"> ▪ Only encamped population require assistance 	<ul style="list-style-type: none"> ▪ Seek further information from INGOs active in districts
	Output		
1.1	<p><i>Immediate relief</i></p> <p>A 50% reference ration provided to 150,000 IDPs for an initial 3 months (13,500 tons) through implementing partners (IPs)</p>	<ul style="list-style-type: none"> ▪ Encamped IDPs can meet 50% of own their food requirements ▪ Ration will be adequate for the most food insecure and vulnerable IDPs ▪ INGO implementing partners can mobilise to take over distributions by [date] 	<ul style="list-style-type: none"> ▪ Aim for follow -up assessment by [date] ▪ Meet with IPs and test feasibility of commencement by [date] ▪ Aim to conclude Letters of Agreement with IPs by [date]
	Activities (or steps)		
1.1.1	<p><i>Transportation</i></p> <p>Transport commodities to FDPs for distribution by IP in accordance with distribution targets based on estimated beneficiary numbers</p>	<ul style="list-style-type: none"> ▪ Commercial contractors willing to take trucks to insecure districts ▪ RubHalls can be erected at EDPs by end of week 	<ul style="list-style-type: none"> ▪ Contact potential contractors by [date] ▪ Send logistics coordinator to oversee erection of RubHalls
1.1.2	<p><i>Final Distribution</i></p> <p>Assist IPs to develop efficient, safe and equitable food distribution mechanisms</p>	<ul style="list-style-type: none"> ▪ IP has adequately skilled staff to effect sound distribution ▪ That insecurity does not prevent delivery to IDP camps 	<ul style="list-style-type: none"> ▪ Hold half-day workshop with IPs and district counterparts on distribution techniques by [date] ▪ Ensure entitlements communicated and complaints procedure in place ▪ Emergency Coordinator to agree

⁶ This goal statement (which is not ideal) is derived from the Impact level in WFP's Results Framework, which specifies "reduced number of hungry people".

			procedures with local commanders
1.1.3	<p><i>Post-distribution monitoring</i></p> <p>WFP sub-office staff visit IDP camps within one or two days of distribution to conduct random HH visits to determine rations received and utilisation</p>	<ul style="list-style-type: none"> ▪ SO staff will be able to maintain the prioritisation of post-distribution monitoring in the face of desk-bound demands ▪ Insecurity does not prevent monitoring visits 	<ul style="list-style-type: none"> ▪ Recommend to SO heads that monitoring staff allocate a minimum 3 days/week to post-distribution monitoring ▪ Include monitoring in discussions with local commanders
1.1.4	<p><i>Verify IDP numbers</i></p> <p>WFP and its IPs, in collaboration with district counterparts, conduct verifications of IDP numbers and establish a mechanism to update IDP numbers from month to month</p>	<ul style="list-style-type: none"> ▪ District counterparts support verification and utilisation of results 	<ul style="list-style-type: none"> ▪ Seek support of national counterpart and District Disaster Management Committee
1.1.5	<p><i>Follow-up food needs assessment</i></p> <p>WFP and IPs, in collaboration with district counterparts, conduct follow-up emergency food needs assessment (EFNA) to clarify food gaps of encamped IDPs (including the food gaps of the most food insecure and EVIs)</p>	<ul style="list-style-type: none"> ▪ That WFP staff, IPs and district counterparts can be trained in EFNA methodology by [data] ▪ That it would be feasible to target the most food insecure (if recommended) 	<ul style="list-style-type: none"> ▪ Request VAM unit to propose training schedule and content ▪ Meet with IPs and counterparts to form working group ▪ Ensure EFNA addresses issue of targeting
1.1.6	<p><i>Nutrition survey</i></p> <p>INGOs, in collaboration with district counterparts and WFP, conduct nutrition survey to establish baseline anthropometric data</p>	<ul style="list-style-type: none"> ▪ That INGOs are indeed able to conduct a nutrition survey of camps by [date] as indicated in last emergency coordination meeting 	<ul style="list-style-type: none"> ▪ Need to convince INGOs and donors of importance of nutrition surveys and ongoing surveillance. Might have to contribute funds. Warn HQ.
1.1.7	<p><i>Verify adequacy/appropriateness of rations</i></p> <p>Revise ration levels and food basket composition if required based on re-assessed food gaps, micronutrient requirements, cultural preferences, and additional needs of more food insecure and vulnerable</p>	<ul style="list-style-type: none"> ▪ That pipeline will be adequate at least for marginal increases in standard commodities ▪ That non-standard commodities can be sourced (if recommended) 	<ul style="list-style-type: none"> ▪ Ensure have a buffer stock ▪ Regional nutritionist to determine what additional commodities might be recommended

Notes:

The outputs and activities included in this sample Planning Matrix are intended to reflect the fact that in an emergency WFP usually has to get food out immediately based on an estimate of numbers and needs (i.e. start somewhere) and subsequently take steps to clarify numbers and needs. Thus the output in the worked example would be revised after more information is gathered. Activities would change quite frequently as tasks are completed and new ones are added. This represents a 'rolling design' approach with a quick turnaround. Each Sub-Office could run a workplan off it by adding a week-to-week implementation schedule to the first column (i.e. a GANTT chart).

SAMPLE MONITORING AND REPORTING MATRIX (FOR AN EMOP, IDP EXAMPLE, FIRST WEEKS)

	Results hierarchy	Performance indicators	Progress (expressed as a % of target where quantitative)	Action taken/required
	Goal: To reduce the number of hungry IDPs in [x district, y country]			
1	Purpose: To maintain the minimum acceptable nutritional and dietary standards of encamped IDPs			
	Output			
1.1	<i>Immediate relief</i> A 50% reference ration provided to 150,000 IDPs for an initial 3 months (13,500 tons) through implementing partners (IPs)			
	Activities (or steps)			
1.1.1	<i>Transportation</i> Transport commodities to FDPs for distribution by IP etc.			
1.1.2	<i>Final Distribution</i> Etc			

Notes: Indicators should not necessarily be fixed at the outset – there needs to be room to improve indicators. This can be achieved by leaving room SOs and COs to report against agreed indicators and to add new indicators from time to time – it is up to the recipients of the reports (CO or HQ) to judge if the new indicators are valid.

SAMPLE MONITORING AND REPORTING MATRIX (FOR AN EMOP, IDP EXAMPLE, FIRST WEEKS) OPTION # 2

	Results hierarchy	Progress against quantitative targets (expressed as a %)	Progress against qualitative targets/compliance with standards	Action taken/required
	Goal: To reduce the number of hungry IDPs in [x district, y country]			
1	Purpose: To maintain the minimum acceptable nutritional and dietary standards of encamped IDPs			
1.1	Output <i>Immediate relief</i> A 50% reference ration provided to 150,000 IDPs for an initial 3 months (13,500 tons) through implementing partners (IPs)			
	Activities (or steps)			
1.1.1	<i>Transportation</i> Transport commodities to FDPs for distribution by IP etc.			
1.1.2	<i>Final Distribution</i> Etc			

SAMPLE IMPLEMENTATION AND RESOURCE SCHEDULE (FOR AN EMOP, IDP EXAMPLE)

	Results hierarchy	1st week	2nd week	3rd week	4th week	5th week	6th week	7th week	8th week	3rd month	4th month	5th month	6th month
1.1	Output: Immediate relief A 50% reference ration provided to 150,000 IDPs for an initial 3 months (13,500 tons) through IPs	844 tons	844 tons	844 tons	844 tons	844 tons	844 tons	844 tons	844 tons	3376 tons			
	Activities												
1.1.1	<i>Transportation</i> Transport commodities to FDPs for distribution by IP etc	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX			
1.1.2	<i>Final Distribution</i> Etc	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX			
1.1.3	<i>Post-distribution monitoring</i>			XXX	XXX	XXX	XXX	XXX	XXX	XXX			
1.1.4	<i>Verify IDP numbers</i>				XXX	XXX							
1.1.5	<i>Follow-up food needs assessment</i>						XXX	XXX					
	Resources (or inputs)⁷												
	Category A												
	Category B												
	Category C												

⁷ WFP already has budget formats and these should probably be maintained, however they don't include schedules to plan the timing of resource allocations.

SUB-OFFICE SHORT-TERM WORKPLAN FORMAT AND WALL CHART

	Results hierarchy	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
1	Component						
1.1	Output						
1.1.1	Activity						
1.1.2	Activity						
1.1.3	Activity						
2	Component						
2.1	Output						
2.1.1	Activity						
2.1.2	Activity						
2.1.3	Activity						

Notes: The fields would specify responsibilities and issues to be addressed

SAMPLE DETAILED LOGFRAME FOR A PRRO (in parts incomplete)

	Results Hierarchy	Performance Indicators	Means of Verification	Assumptions
	Goal: To reduce the number of hungry IDPs in [x district, y country] while contributing to the re-establishment of their livelihoods and household food security			
Component 1 – Meeting food needs of encamped IDPs				
	<p>Purpose: To maintain the minimum acceptable nutritional and dietary standards of encamped IDPs</p>	<ul style="list-style-type: none"> ▪ Number of children under 5 suffering from malnutrition expressed as a weight for height Z score ▪ Mortality rate of under 5s ▪ Prevalence of micronutrient deficiencies ▪ Level of beneficiary satisfaction with the ration including the quantity and type of each commodity 	<ul style="list-style-type: none"> ▪ Nutrition surveys conducted by NGOs ▪ Growth charts maintained in health facilities ▪ Anthropometric data collected by institutions providing therapeutic and/or supplementary feeding ▪ Records of post distribution HH visits conducted by WFP 	<ul style="list-style-type: none"> ▪ Only encamped populations require assistance ▪ That NGOs will conduct nutrition surveys for all crisis-affected population groups at least biannually
Outputs and Indicative Activities:				
1.1	<p>Provision of half rations A 50% reference ration provided to 150,000 IDPs for an initial 3 months (13,500 tons) through implementing partners (IPs)</p>	<ul style="list-style-type: none"> ▪ Number of IDPs (disaggregated by gender) who have received WFP supplied food expressed as a percentage against the target set for each month ▪ Average quantity of each commodity received by each beneficiary expressed as a percentage against the target set 	<ul style="list-style-type: none"> ▪ IP reports to Sub-Office (SO) ▪ SO records ▪ EFNA data on the most food insecure ▪ Post distribution HH visits ▪ Visits to local markets 	<ul style="list-style-type: none"> ▪ That the vast majority of IDPs will have been resettled by the end of the first year ▪ That it will be possible to periodically update IDP numbers

	Results Hierarchy	Performance Indicators	Means of Verification	Assumptions
		<p>for each month</p> <ul style="list-style-type: none"> ▪ Extent to which the food gap of the ‘most food insecure’ beneficiaries has been met each month expressed as a percentage of their assessed food gap ▪ Extent to which the food gap of ‘extremely vulnerable individuals’ has been met each month expressed as a percentage of their assessed food gap ▪ Beneficiary use of the commodities distributed ▪ Level of beneficiary satisfaction with distribution mechanisms 		
1.1.1	<p><i>Transportation to FDPs</i></p> <p>Transport commodities to FDPs for distribution by IP in accordance with monthly distribution targets based on agreed beneficiary numbers, ration levels, food basket composition and distribution cycles</p>	<ul style="list-style-type: none"> ▪ Quantities delivered to FDPs ▪ Timeliness ▪ Fitness of commodities for consumption 	<ul style="list-style-type: none"> ▪ Waybills and warehouse records ▪ Inspection of commodities by distribution committees and if necessary by experts 	<ul style="list-style-type: none"> ▪ Commercial contractors willing to take trucks to insecure districts ▪ RubHalls can be erected at EDPs by end of week
1.1.2	<p><i>Final Distribution</i></p> <p>Assist the IP to develop optimal food distribution mechanisms and to supervise final distributions</p>	<ul style="list-style-type: none"> ▪ Elected distribution management committees with balanced representation of women, the youth and vulnerable groups ▪ Distribution method is ‘people friendly’ and designed to 	<ul style="list-style-type: none"> ▪ Observation of composition and functioning of distribution committees ▪ Checks on receipt of entitlements conducted 	<ul style="list-style-type: none"> ▪ District authorities support key role for elected distribution committees ▪ Insecurity does not prevent delivery to IDP

	Results Hierarchy	Performance Indicators	Means of Verification	Assumptions
		minimise tension and risk of harm <ul style="list-style-type: none"> ▪ Intended beneficiaries receive their full entitlements ▪ Level and nature of complaints received 	through food basket and post distribution monitoring	camps
1.1.3	<i>Post-distribution monitoring</i> WFP sub-office staff visit IDP camps within one or two days of distribution to conduct random HH visits to determine rations received and utilisation	<ul style="list-style-type: none"> ▪ % of distributions monitored and % of HH included in random selection ▪ Integrity of the process ▪ Utilisation of findings and recommendations 	<ul style="list-style-type: none"> ▪ Post distribution monitoring reports ▪ Supervisory reports ▪ Programming records ▪ SO staff interviews 	<ul style="list-style-type: none"> ▪ Insecurity does not prevent monitoring visits ▪ SO staff will be able to maintain the prioritisation of post-distribution monitoring in the face of desk-bound demands
1.1.4	<i>Verify IDP numbers</i> WFP and its IPs, in collaboration with district counterparts, conduct annual verifications of IDP numbers and establish a mechanism to update IDP numbers from month to month	<ul style="list-style-type: none"> ▪ Availability and application of verified population data to distribution planning ▪ Regular updates include deregistration of deceased; matching in-out entries for transfers between camps; transfers from camp to resettled lists ▪ SO, IP, district counterpart and IDP perceptions of accuracy of data 	<ul style="list-style-type: none"> ▪ Findings of verification exercises ▪ Distribution plans ▪ SO reports ▪ Key informant interviews 	<ul style="list-style-type: none"> ▪ District counterparts support verification and utilisation of results ▪ Insecurity does not prevent conduct of verification

	Results Hierarchy	Performance Indicators	Means of Verification	Assumptions
1.1.5	<i>Follow-up food needs assessment</i> WFP and IPs, in collaboration with district counterparts, conduct follow-up emergency food needs assessment (EFNA) to clarify food gaps of encamped IDPs (including the food gaps of the most food insecure and EVIs)	<ul style="list-style-type: none"> ▪ Availability and application of food security, vulnerability and food gap data to programming and monitoring ▪ SO, IP, district counterpart and IP perceptions of accuracy of assessments 	<ul style="list-style-type: none"> ▪ EFNA reports ▪ WFP workplans ▪ SO reports ▪ Key informant interviews 	<ul style="list-style-type: none"> ▪ EFNA method is adequate without other forms of assessment ▪ That it would be feasible to target the most food insecure (if recommended)
1.1.6	<i>Nutrition surveys</i> INGOs, in collaboration with their district counterparts and WFP, conduct nutrition surveys to collect baseline anthropometric data and thereafter conduct biannual surveys to update the data	<ul style="list-style-type: none"> ▪ Availability and application of nutrition data to programming and monitoring ▪ SO, IP, district counterpart and beneficiary perceptions of accuracy of results 	<ul style="list-style-type: none"> ▪ Nutrition survey reports ▪ Workplans ▪ SO reports ▪ Key informant interviews 	<ul style="list-style-type: none"> ▪ INGOs will be funded to conduct regular nutrition surveys
1.1.7	<i>Verify adequacy/appropriateness of rations</i> Revise ration levels and food basket composition if required based on re-assessed food gaps, micronutrient requirements, cultural preferences, and additional needs of more food insecure and vulnerable	<ul style="list-style-type: none"> ▪ Basis of ration levels and food basket composition is clearly stated and cogent ▪ SO, IP and district counterpart perceptions of appropriateness 	<ul style="list-style-type: none"> ▪ PRRO project document and WFP planning documents ▪ SO reports ▪ Key informant interviews 	<ul style="list-style-type: none"> ▪
1.2	Therapeutic & supplementary feeding Cases of acute malnutrition in mothers and children addressed	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
1.2.1	[Not developed]	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪

Component 2 – IDP Recovery				
	<p>Purpose: To facilitate the increased self-sufficiency and resettlement of IDPs</p>	<ul style="list-style-type: none"> ▪ Progress made in the formulation and implementation of resettlement policies and plans ▪ The extent to which economic, social and human assets are created and utilised ▪ Degree of self-sufficiency attained and attributable in whole or in part to WFP supported interventions ▪ Beneficiary satisfaction with WFP's role 	<ul style="list-style-type: none"> ▪ Resettlement policies and plans ▪ EFNA ▪ Mid-term review of recovery component 	<ul style="list-style-type: none"> ▪ That security conditions will continue to improve and the military authorities will permit resettlement
	Outputs and Indicative Activities:			
2.1	<p>Advocacy Resettlement facilitated by initiating a dialogue with national and district counterparts and assisting in resettlement planning</p>	<ul style="list-style-type: none"> ▪ Level of constructive discussion generated ▪ Formulation of resettlement plans 	<ul style="list-style-type: none"> ▪ National, district and inter-agency resettlement policies and plans 	<ul style="list-style-type: none"> ▪ That OCHA will take the lead in inter-agency advocacy of durable solutions for IDPs
2.1.1	<p><i>Forums</i> Attend national and district forums in which resettlement will be/could be raised for discussion</p>	<ul style="list-style-type: none"> ▪ WFP participation in available forums and contribution to solutions 	<ul style="list-style-type: none"> ▪ Minutes of meetings ▪ Written contributions 	<ul style="list-style-type: none"> ▪
2.1.2	<p><i>Resettlement plans</i> Work with other agencies, donors, counterparts and IDPs to develop a comprehensive resettlement plan</p>	<ul style="list-style-type: none"> ▪ Quality of dialogue with and between all stakeholders ▪ WFP's contributions to a resettlement plan 	<ul style="list-style-type: none"> ▪ Minutes of meetings ▪ Written contributions 	<ul style="list-style-type: none"> ▪

2.2	Vocational Training A substantial contribution to the self-sufficiency of up to 10,000 encamped or resettled IDPs through the provision of vocational training	<ul style="list-style-type: none"> ▪ Number of courses and participants compared to targets set ▪ Male to female ratio ▪ Quantity of food distributed compared to targets set ▪ Extent to which training is utilised 	<ul style="list-style-type: none"> ▪ Project records ▪ Tracer study of participants 	<ul style="list-style-type: none"> ▪ That IPs will be found to collaborate in the implementation of FFT
2.2.1	<i>IGA and management</i> Provide access to additional rations and income generating opportunities by offering up to 3,000 IDPs FFT to attend IGA and management courses (up to 90 tons of commodities)	<ul style="list-style-type: none"> ▪ Number of women and men receiving rations as incentive for participation ▪ Quantity of food distributed ▪ Satisfaction of participants with the training ▪ Number of women and men who go on to generate an income ▪ Timely completion of courses 	<ul style="list-style-type: none"> ▪ Project records ▪ Course completion reports ▪ Beneficiary interviews 	<ul style="list-style-type: none"> ▪
2.2.2	<i>Horticulture and marketing</i> Provide access to additional rations and the knowledge to increase farm production and income by offering up to 3,000 IDPs FFT to attend horticulture and marketing courses (up to 90 tons of commodities)	<ul style="list-style-type: none"> ▪ Number of women and men receiving rations as incentive for participation ▪ Quantity of food distributed ▪ Satisfaction of participants with the training ▪ Number of women and men who apply the training ▪ Timely completion of courses 	<ul style="list-style-type: none"> ▪ Project records ▪ Course completion reports ▪ Beneficiary interviews 	<ul style="list-style-type: none"> ▪
2.2.3	<i>Functional literacy</i>	<ul style="list-style-type: none"> ▪ Number of women and men receiving rations as incentive for 	<ul style="list-style-type: none"> ▪ Project records 	<ul style="list-style-type: none"> ▪

	Provide access to additional rations and literacy skills by offering up to 1,000 IDPs FFT to attend functional literacy courses (up to 30 tons of commodities)	<ul style="list-style-type: none"> participation ▪ Quantity of food distributed ▪ Satisfaction of participants with the training ▪ Demonstrated increase in literacy skills ▪ Timely completion of courses 	<ul style="list-style-type: none"> ▪ Course completion reports ▪ Beneficiary interviews 	
2.2.4	<i>Unallocated FFA/T</i> Provide access to additional rations while improving opportunities for increased self-sufficiency by offering up to 3,000 IDPs FFT for training they identify (up to 90 tons of commodities)	<ul style="list-style-type: none"> ▪ Formulation and dissemination of FFA guidelines and provision for FFT; procedures for approving courses in place ▪ Number of women and men receiving rations as incentive for participation ▪ Quantity of food distributed ▪ Satisfaction of participants with the training ▪ Demonstrated application of training ▪ Timely completion of courses 	<ul style="list-style-type: none"> ▪ Project records ▪ Course completion reports ▪ Beneficiary interviews 	<ul style="list-style-type: none"> ▪
2.3	Agricultural Production A substantial contribution to the recovery of the agricultural production of up to 150,000 IDPs able to utilise land within reach of camps or to resettle over the two years of the operation	<ul style="list-style-type: none"> ▪ Quantifiable increase in production attributable in whole or in part to WFP supported interventions ▪ Qualitative improvements in production attributable in whole or in part to WFP supported interventions 	<ul style="list-style-type: none"> ▪ EFNA 	<ul style="list-style-type: none"> ▪ That the forecast number of IDPs will indeed be able to return home, if only intermittently, to cultivate

2.3.1	<p><i>Seeds and tools</i> Distribute tools (hoes and pangas) and seeds (maize, sorghum, pulses and vegetables) to up to 30,000 IDP households</p>	<ul style="list-style-type: none"> ▪ Number of households who have received seeds and tools ▪ Utilisation of tools and seeds ▪ Beneficiary feedback on appropriateness and quality of tools and seeds 	<ul style="list-style-type: none"> ▪ Distribution records ▪ EFNA 	<ul style="list-style-type: none"> ▪
2.3.2	<p><i>Fishponds</i> Provide access to additional rations and the production of fish for consumption or sale by offering 100 groups of up to ten resettled households FFW to construct fishponds (up to 0.5 ton of commodities per pond)</p>	<ul style="list-style-type: none"> ▪ Number of women and men receiving rations in return for activity ▪ Quantity of food distributed ▪ Number of women and men who have received an asset/number of fishponds constructed ▪ Average production of fish per fishpond or beneficiary ▪ Timely completion 	<ul style="list-style-type: none"> ▪ Project records ▪ Assessment by Fisheries Officers ▪ Beneficiary interviews 	<ul style="list-style-type: none"> ▪ That the Fisheries Department will provide the fish fry as agreed
2.3.3	<p><i>Road construction</i> Provide access to additional rations while improving access to markets and services by offering up to 5,000 resettled people FFW to rehabilitate up to 250 kilometres of feeder roads (up to 0.5 ton of commodities per km)</p>	<ul style="list-style-type: none"> ▪ Number of women and men receiving rations in return for activity ▪ Quantity of food distributed ▪ Number of kms of road and quality of work ▪ Usage of roads ▪ Timely completion 	<ul style="list-style-type: none"> ▪ Project records ▪ Assessment by Rural Roads Officers ▪ Beneficiary interviews 	<ul style="list-style-type: none"> ▪ That IPs will be found to collaborate in the implementation of road rehabilitation projects
2.3.4	<p><i>Unallocated FFA/W</i> Provide access to additional rations while improving agricultural production by offering up to 10,000 resettled people FFW for asset creation</p>	<ul style="list-style-type: none"> ▪ Formulation and dissemination of FFA guidelines including provision for FFW; procedures for selection in place 	<ul style="list-style-type: none"> ▪ Project records ▪ Assessments of assets by counterparts 	<ul style="list-style-type: none"> ▪ That IPs will be found to collaborate in the implementation of additional projects

	activities they identify (up to 300 tons of commodities)	<ul style="list-style-type: none"> ▪ Number of women and men receiving rations in return for activity ▪ Quantity of food distributed ▪ Assets created ▪ Usage and productivity of assets ▪ Timely completion 	<ul style="list-style-type: none"> ▪ Beneficiary interviews 	
2.4	Health and Education A substantial contribution to the restoration of health and educational services	<ul style="list-style-type: none"> ▪ Number of primary health centres and primary schools constructed or reconstructed ▪ Increase in primary health centre and primary school attendance attributable in whole or in part to WFP's intervention 	<ul style="list-style-type: none"> ▪ Project records ▪ Joint assessment by WFP and district health and education authorities 	<ul style="list-style-type: none"> ▪
2.4.1	<i>Priorities</i> Collaborate with other agencies, district health and education authorities and local communities to prioritise health care centres and primary schools for construction or reconstruction	<ul style="list-style-type: none"> ▪ Priority list agreed based on application of satisfactory criteria ▪ Degree of involvement of local communities 	<ul style="list-style-type: none"> ▪ List and criteria applied ▪ Observation of process 	<ul style="list-style-type: none"> ▪
2.4.2	<i>Agreements</i> Sign agreements with district authorities, local health and education committees and IPs undertaking to provide NFIs	<ul style="list-style-type: none"> ▪ Degree of assurance that NFIs will be provided for construction and that facilities will be staffed/supplied 	<ul style="list-style-type: none"> ▪ Signed agreements 	<ul style="list-style-type: none"> ▪ IPs will be able to obtain funding for NFIs
2.4.3	<i>Bricks</i> Engage workers to burn bricks for up to 50 health centres and 50 schools (allowing up to 2 tons of commodities FFW per health centre/school)	<ul style="list-style-type: none"> ▪ Number of workers engaged and amount of food distributed compared to targets set ▪ Quality of bricks 	<ul style="list-style-type: none"> ▪ Project records ▪ Inspection of bricks 	<ul style="list-style-type: none"> ▪