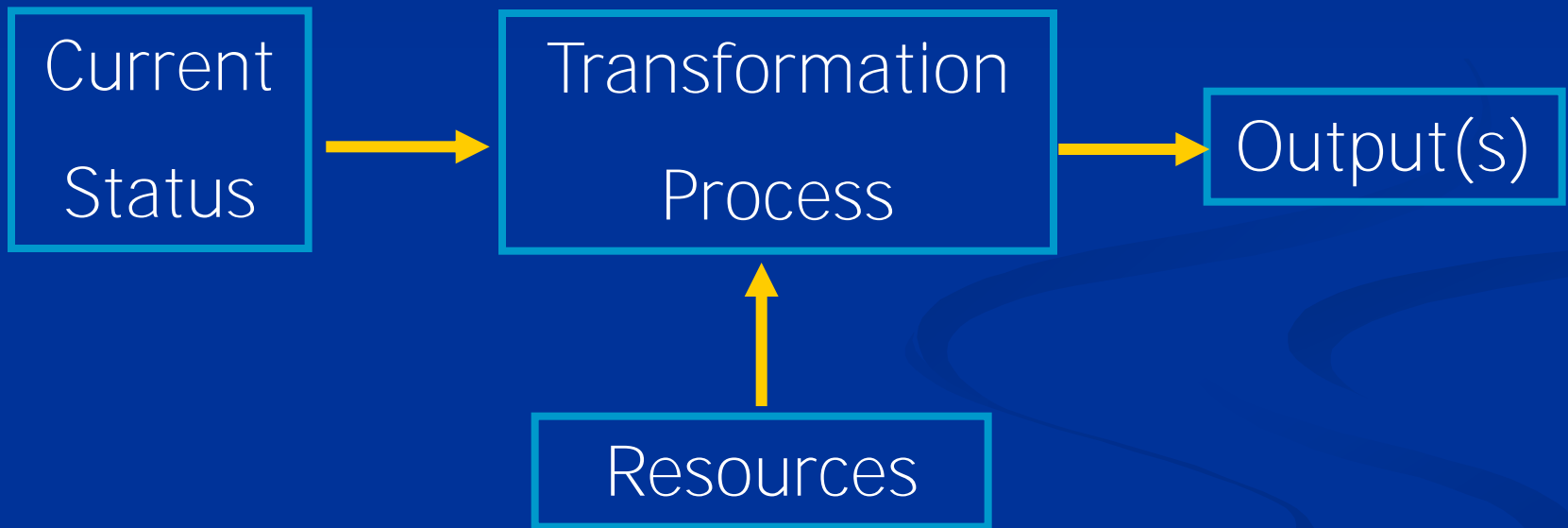


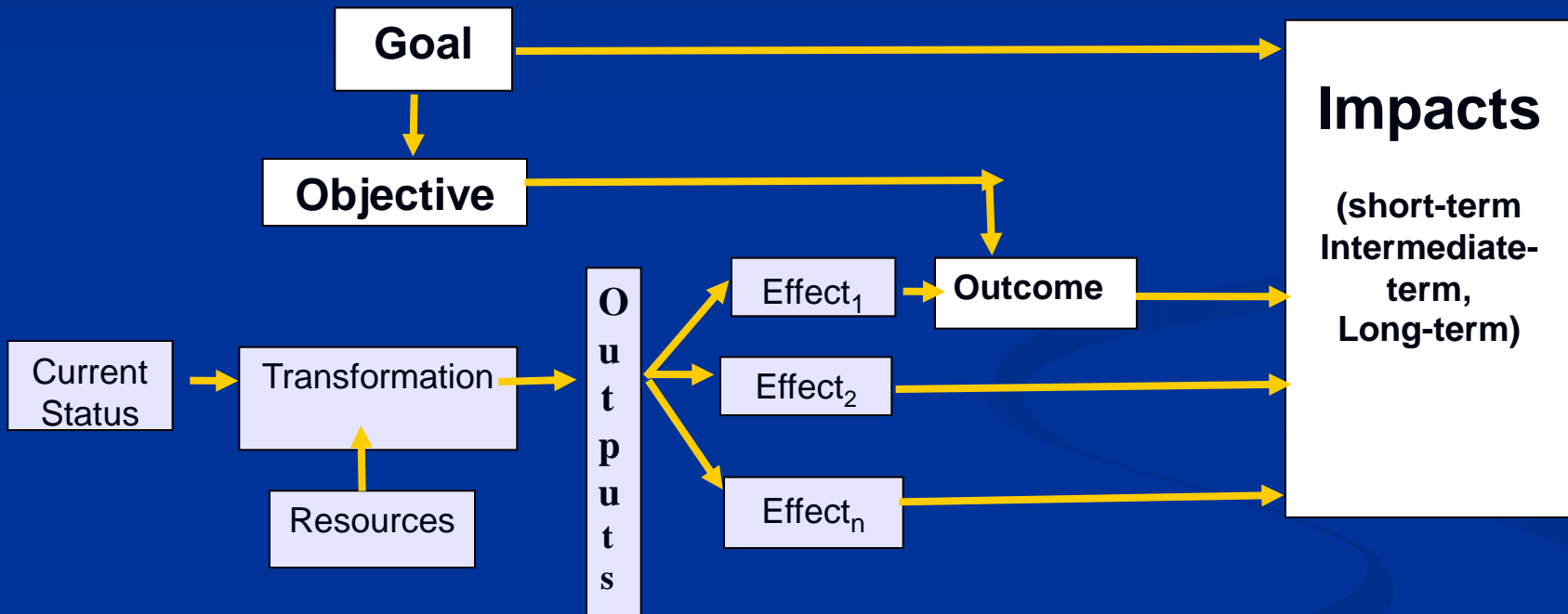
5. Operational Framework

Assessments, Needs, Plans,
Interventions, and Evaluations using
the Logic Model

Logic Model/Production Process



Logic Model/Production Process



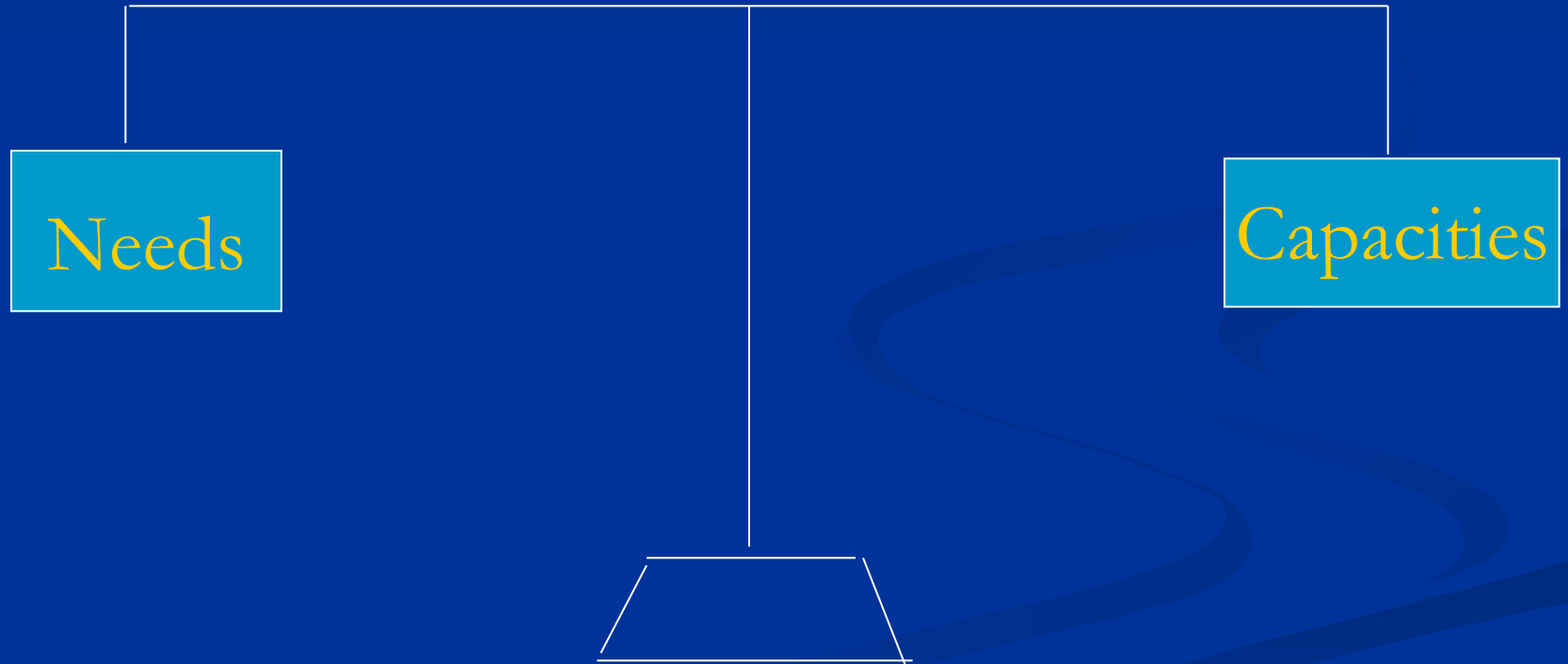
Output vs. Outcome vs. Impact

- Outputs (effects) \neq Outcomes
- Outputs result from Production Process
- Outcomes are effects *related* to Objectives
- Impacts relate to the Goals and effects on affected populations
- All interventions may produce positive and/or negative outputs (effects) and impacts
- Some outputs may be undesirable and/or unexpected

Needs “Assessments”

- Identification of Needs is not a single assessment, but a *synthesis* of:
 - Damage assessments
 - Functional assessments
 - Conditional needs
 - Available resources
 - Demands
 - Other assessments
- As currently used, “*needs assessment*” is a *misnomer*

Usual Pre-Event Status



Capacities = or > Needs

Needs Suddenly Increase

Capacity Remains Same

Capacities

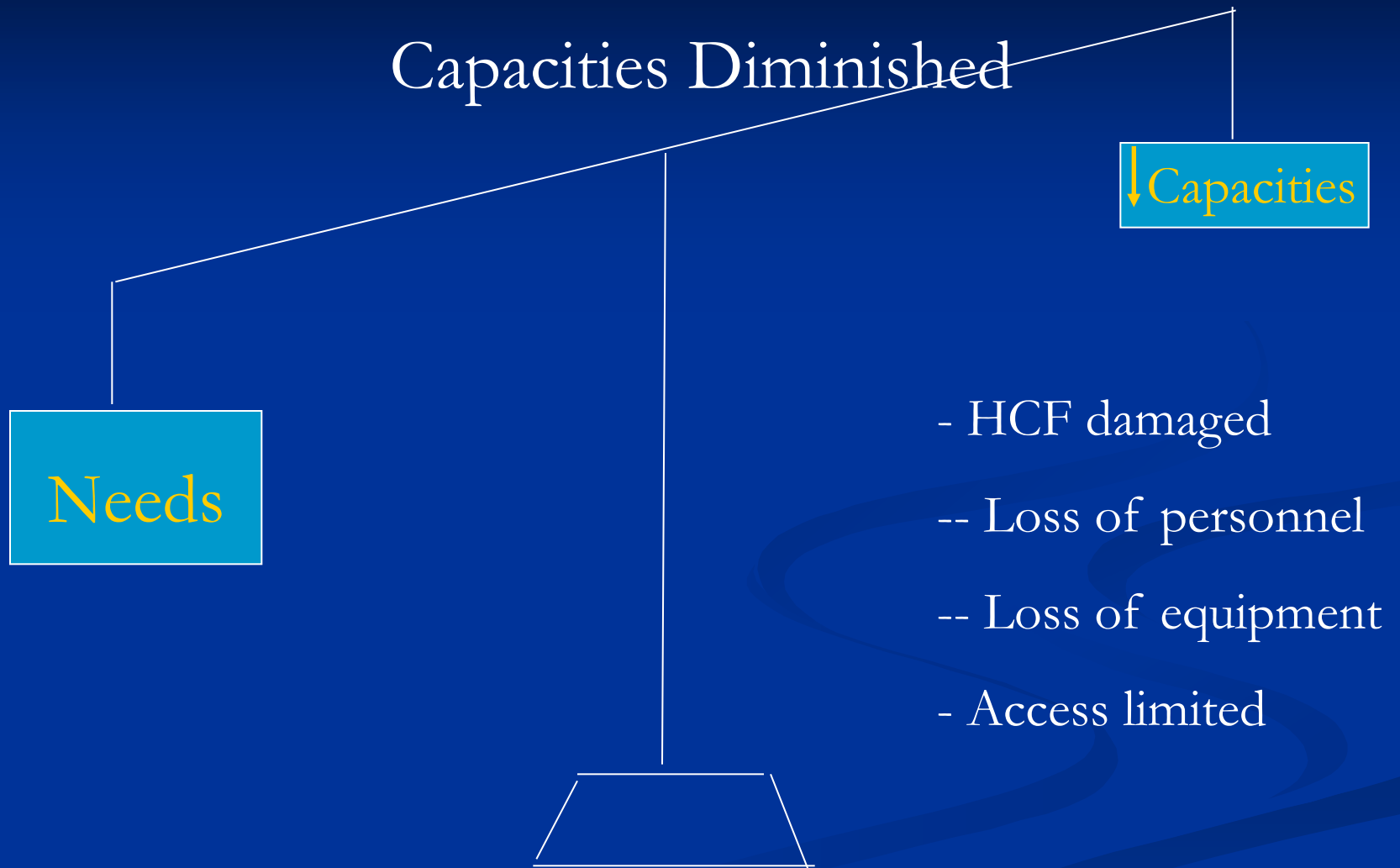
↑ Needs

- Surge

Needs > Capacities

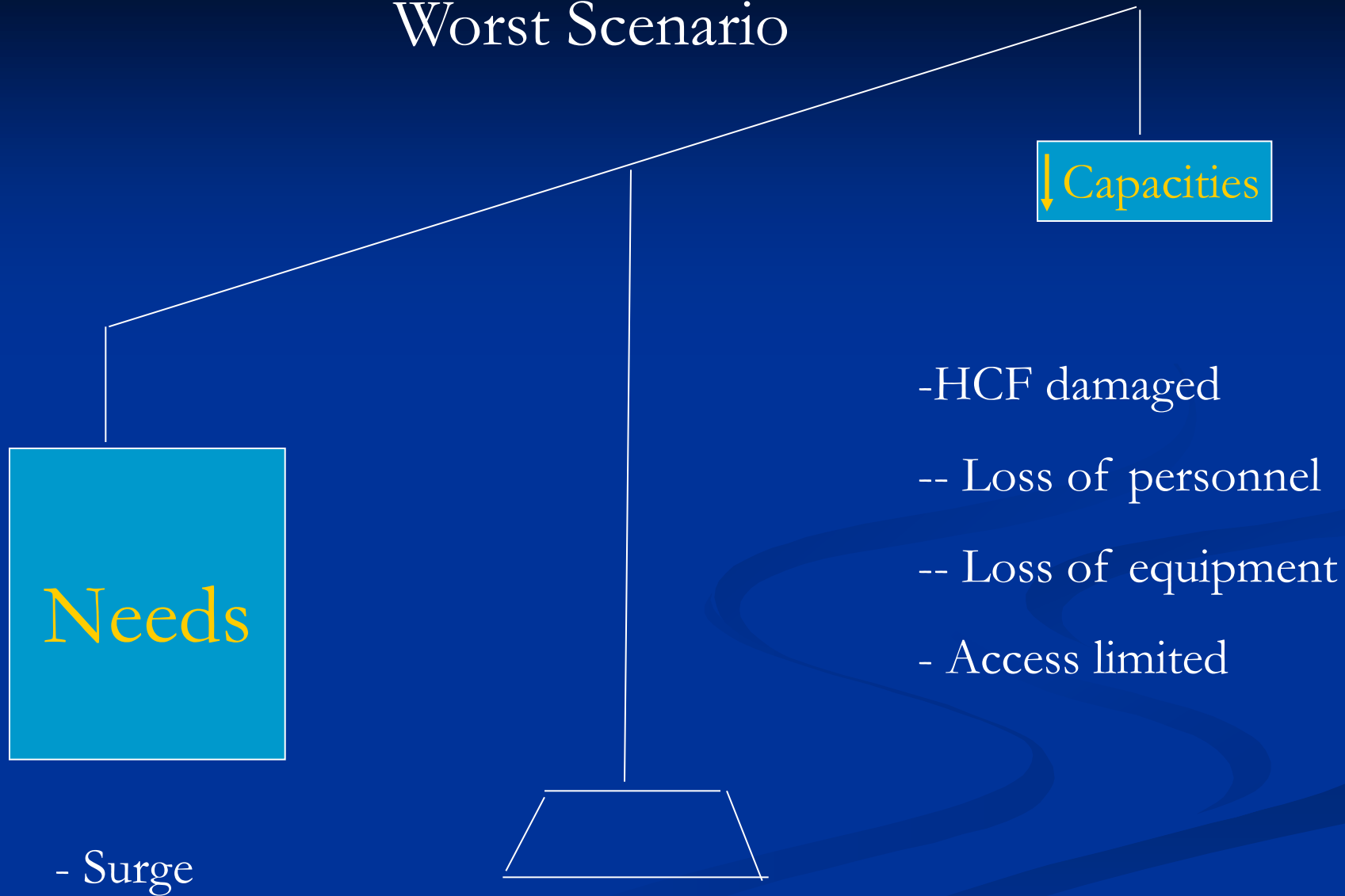
Needs Remain Same

Capacities Diminished



Needs > Capacities

Worst Scenario



Needs > Capacities

Operational Framework Components

PRODUCTION FUNCTION

OUTPUT

Assessment(s)



Needs

Strategic Planning



Strategic Plan

Intervention Selection



Assignment

Operational Planning



Operational Plan

Implementation



Intervention

Assessments



Effects/Impact

Evaluation



EVIDENCE

Operational Framework

PRODUCTION FUNCTION

OUTPUT

Assessment(s)



Needs

Strategic Planning



Strategic Plan

Intervention Selection



Assignment

Operational Planning



Operational Plan

Implementation



Intervention

Assessments



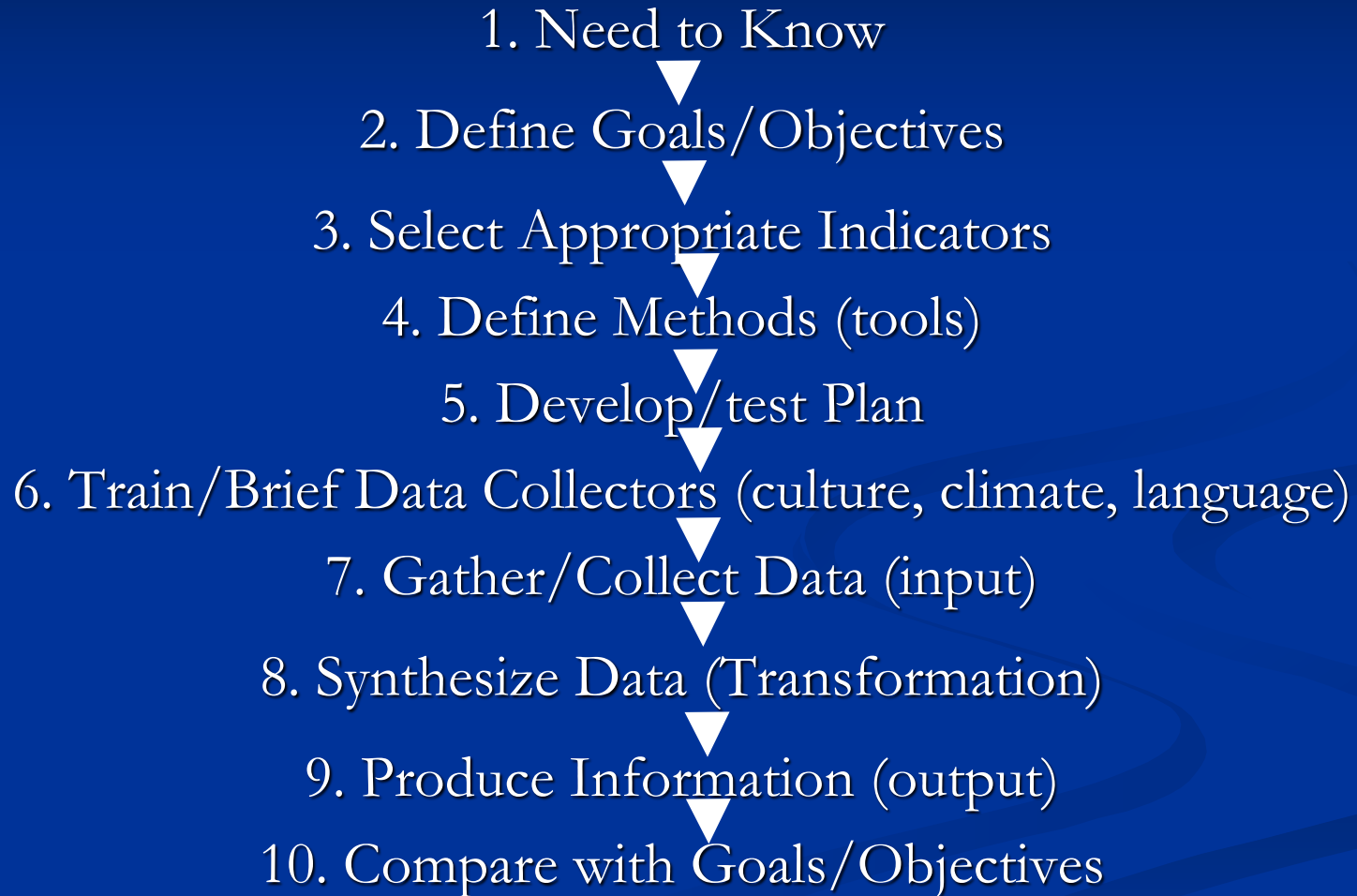
Effects/Impact

Evaluation

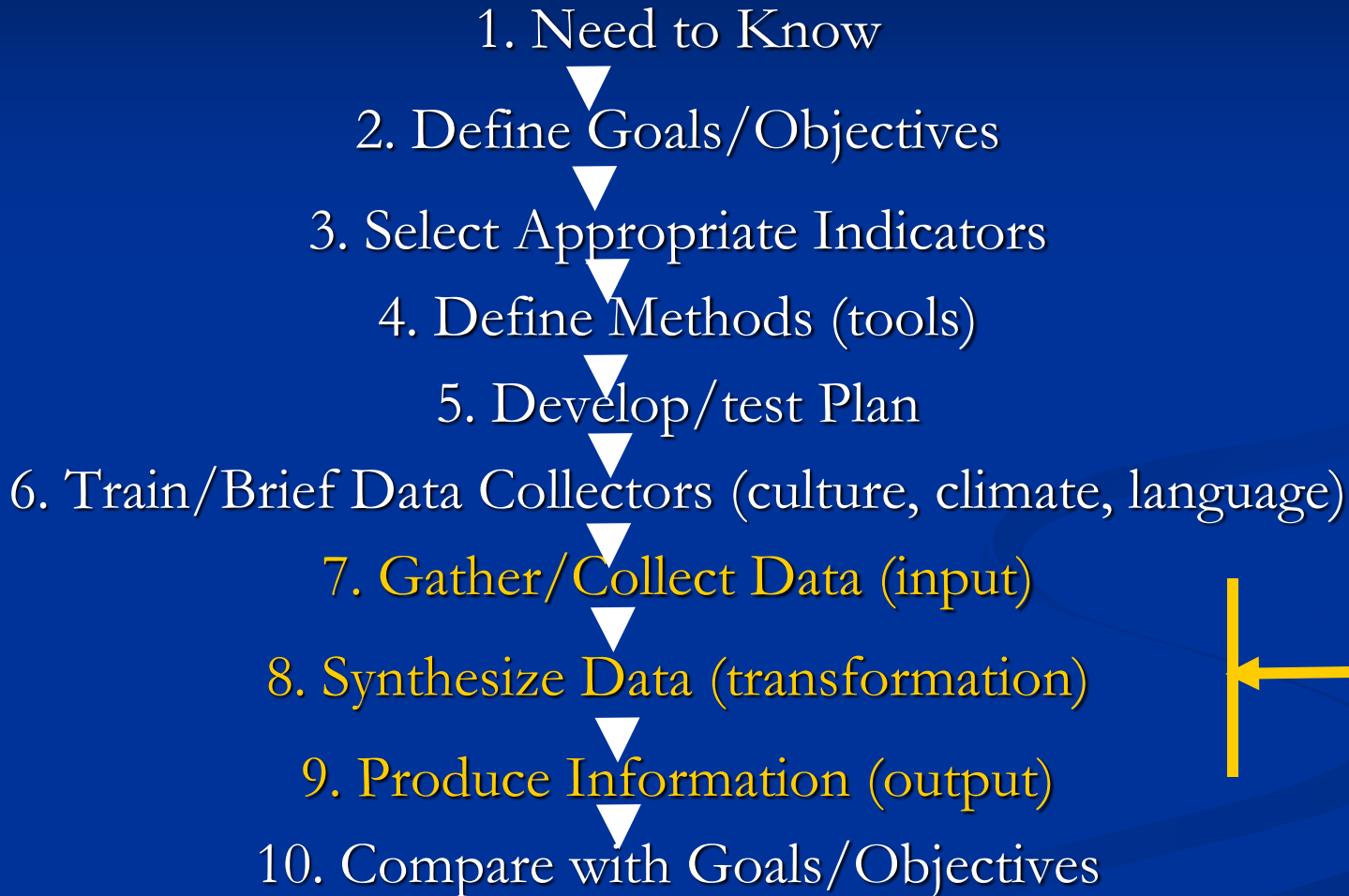


EVIDENCE

Assessment Process



Assessment Process



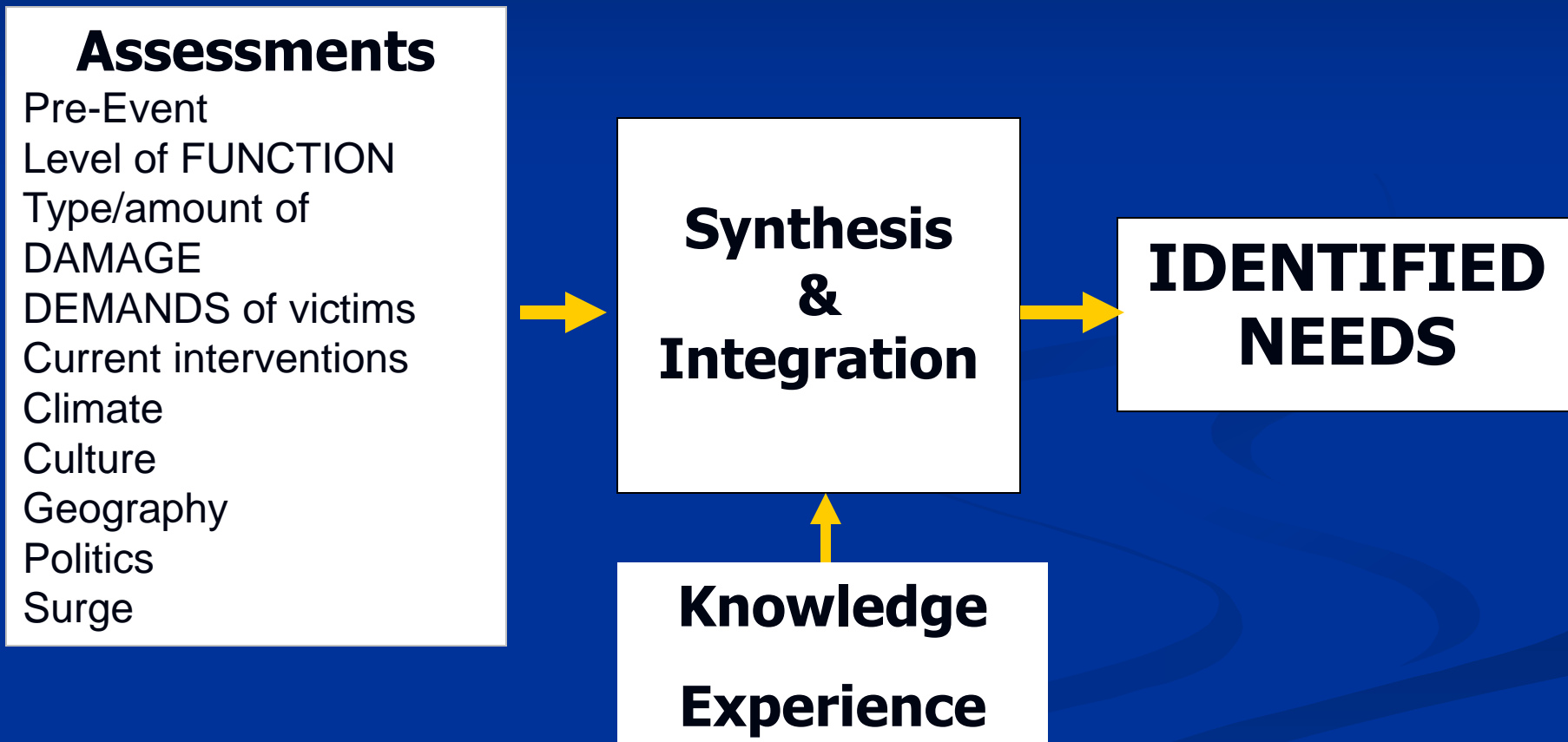
Assessments

- Pre-Event Status
- Current Level of FUNCTION
- Type/amount /location of DAMAGE
- DEMANDS of victims
- Current interventions
- Climate
- Culture
- Geography
- Politics
- Surge

Determination of Needs

A transformation process in which assessments of damage, changes in function, and other information yield needs as an output

Process of Needs Identification



Operational Framework

PRODUCTION FUNCTION

OUTPUT

Assessment(s)



Needs

Strategic Planning



Strategic Plan

Intervention Selection



Assignment

Operational Planning



Operational Plan

Implementation



Intervention

Assessments



Effects/Impact

Evaluation



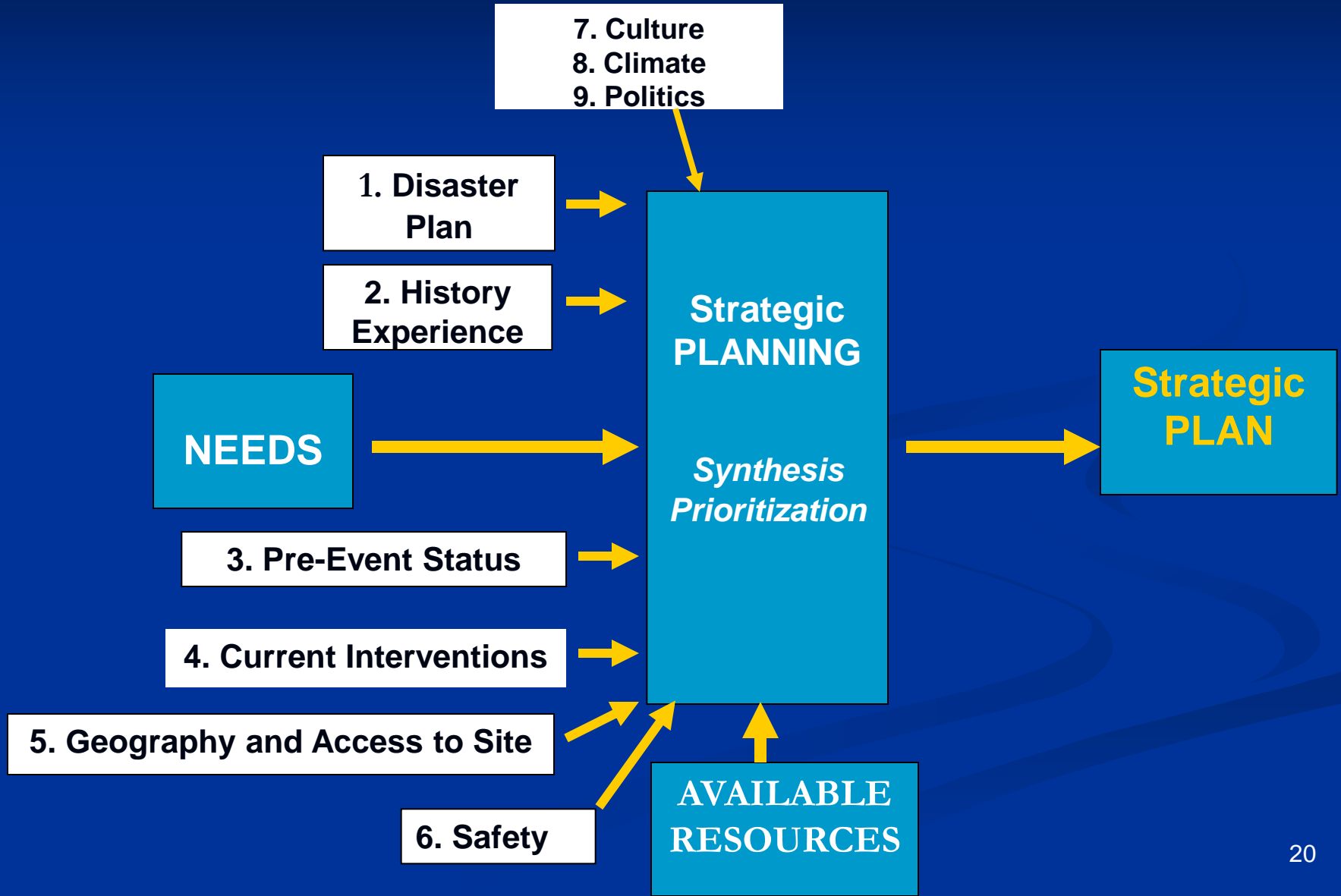
EVIDENCE

**Needs Identification
Leads to Development of
Strategic Plans**

Strategic Planning

- Strategic Planning arranges and coordinates the needs with resources in accordance with priorities
- Production Process identifies personnel, supplies, equipment, and financial resources required to bring society back to pre-event status

Strategic Planning Process



Plan

- A scheme, program, or method worked out before hand to accomplish an objective
- Must define a Goal(s) and/or Objectives
- A plan should be
 - Simple
 - Specific
 - Realistic
 - Complete
 - Adaptable

Strategic Plan

- Plan of action intended to accomplish a specific goal; a plan that includes all actions, and their order, that are required to achieve the overall goal
- Identifies *available* resources
- Sets Priorities
- Identifies Indicators of function

Operational Framework

PRODUCTION FUNCTION

OUTPUT

Assessment(s)



Needs

Strategic Planning



Strategic Plan

Intervention Selection



Assignment

Operational Planning



Operational Plan

Implementation



Intervention

Assessments



Effects/Impact

Evaluation



EVIDENCE

Prioritization

- Priorities set by Coordination and Control
- Triage - getting the most important benefit given available resources

Prioritization

Factors affecting priorities

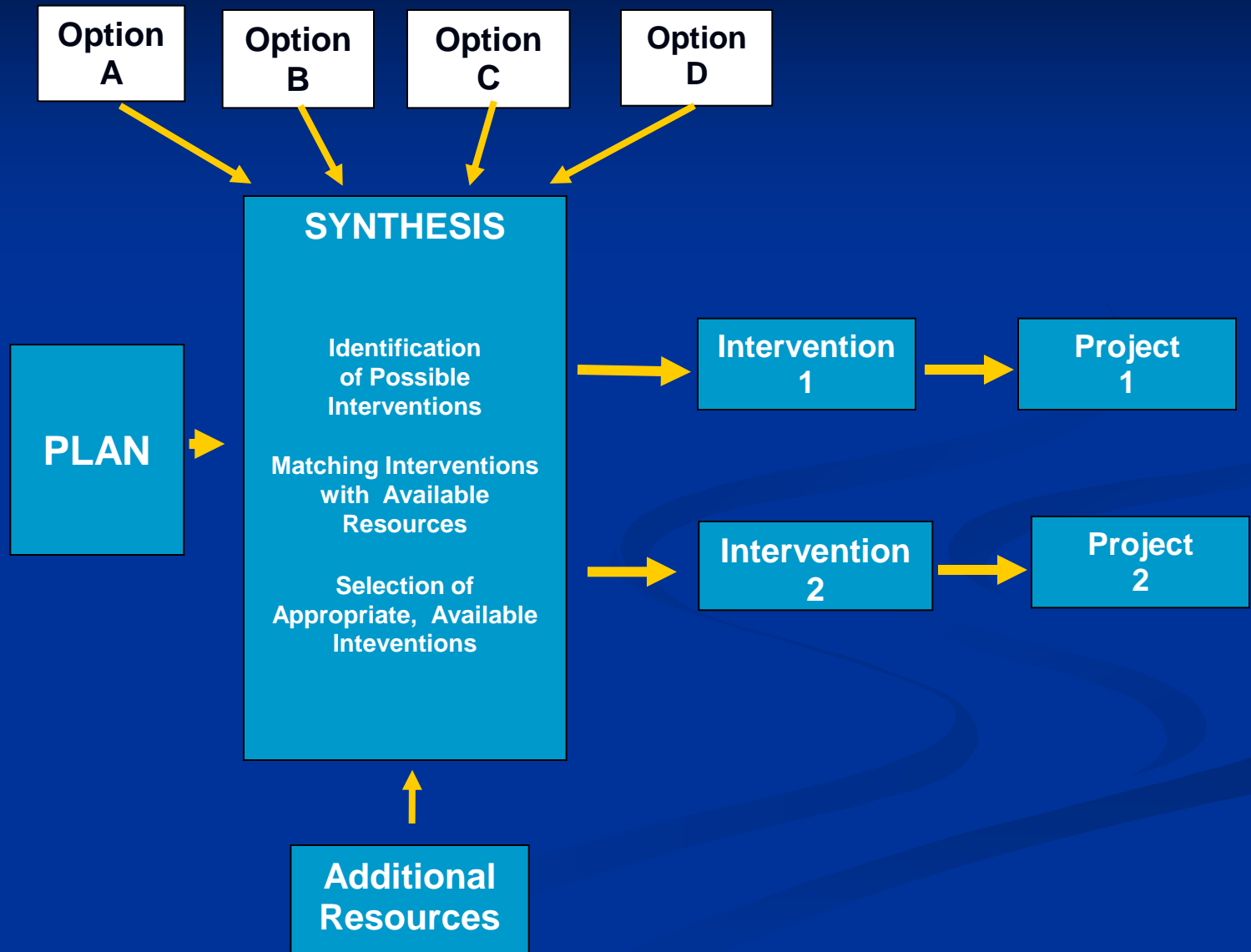
- Needs
- Available resources
- History
- Experience
- Pre-event status
- Current interventions
- Geography and access to site
- Culture
- Climate
- Politics

Selection Interventions

(to meet a specific goal)

1. Identify available interventions most likely to meet a specific goal
2. Compatibility with other interventions
3. Develop new options
4. Identify available and other required resources
5. Match goals with resources
6. Weight for ability to meet the goals
7. Coordinate with ongoing/planned activities
8. Select most appropriate options
9. Provide timelines and reporting structure
10. Establish evaluation methods
11. Complete Contracts and MOUs

Selection of Intervention(s)



Operational Framework

PRODUCTION FUNCTION

OUTPUT

Assessment(s)

Needs

Strategic Planning

Strategic Plan

Intervention Selection

Assignment

Operational Planning

Operational Plan

Implementation

Intervention

Assessments

Effects/Impact

Evaluation

EVIDENCE

Assignment of Intervention

- Selection of organization for Project
- Identification of objectives
- Verification of ability to provide intervention
- Completion of contract/MOU

Operational Framework

PRODUCTION FUNCTION

OUTPUT

Assessment(s)



Needs

Strategic Planning



Strategic Plan

Intervention Selection



Assignment

Operational Planning



Operational Plan

Implementation



Intervention

Assessments



Effects/Impact

Evaluation



EVIDENCE

Operational Planning

1. Develop implementation plan— “Project”
2. Assign roles and responsibilities
3. Identify resources
4. Acquire funding
5. Organize resources
6. Prepare for transport to site/storage
7. Assure self-sufficiency
8. Arrange for personnel

Operational Planning - 2

9. Security (personnel/equipment/supplies)
10. Reassess and confirm needs
11. Coordinate with other projects
12. Coordinate with other BSFs
13. Communicate with community leaders
14. Agree on contents of progress reports
15. Establish operational benchmarks & timelines

Operational Framework

PRODUCTION FUNCTION

OUTPUT

Assessment(s)



Needs

Strategic Planning



Strategic Plan

Intervention Selection



Assignment

Operational Planning



Operational Plan

Implementation



Intervention

Assessments



Effects/Impact

Evaluation



EVIDENCE

Operational Plan

- Defines Objectives
- Identifies indicators of function
- Plan to obtain Funding
- Management methods
- Reporting methods
- Designates logistics and transportation needs and methods to be used
- Outlines Needs for personnel, equipment, and supplies required to be self-sufficient
- Defines security arrangements
- Identifies coordination mechanisms
- Provides timelines and benchmarks
- Frequency of assessments and format of progress reports
- Exit strategy

Operational Framework

PRODUCTION FUNCTION

OUTPUT

Assessment(s)



Needs

Strategic Planning



Strategic Plan

Intervention Selection



Assignment

Operational Planning



Operational Plan

Implementation



Intervention

Assessments



Effects/Impact

Evaluation



EVIDENCE

Implementation of Interventions

- Initiate Intervention
- Report start
- Provide intervention
- Monitor Project Progress
- Provide Progress Reports
- Complete Project
- Exit strategy

Operational Framework

PRODUCTION FUNCTION

OUTPUT

Assessment(s)



Strategic Planning



Intervention Selection



Operational Planning



Implementation



Assessments



Evaluation



Needs

Strategic Plan

Assignment

Operational Plan

Intervention

Effects/Impact

EVIDENCE

Assess Effects (Outputs)

- Identify Outcomes
 - Effects/results relative to goals/objectives
- Use same indicators of function as in pre-event assessments as outlined in Operational Plan
- Identify ALL Effects/Products of intervention (Outputs)
- Inventory ALL costs
 - Human
 - Material
 - Environmental
 - Economic
 - Opportunity

Operational Framework

PRODUCTION FUNCTION

OUTPUT

Assessment(s)

Strategic Planning

Intervention Selection

Operational Planning

Implementation

Assessments

Evaluation

Needs

Strategic Plan

Assignment

Operational Plan

Intervention

Effects/Impact

EVIDENCE

Effects, Outcomes, Impacts

- Synthesis of Assessments to determine
 - Effects
 - Effectiveness in meeting objectives
 - Accomplishment of objectives (Outcomes)
 - Contributions to Goal (Impacts)
 - Costs
 - Efficacy
- Identify barriers
- Recommendations

Operational Framework

PRODUCTION FUNCTION

OUTPUT

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Strategic Plan

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Operational Planning



Operational Plan

Implementation



Intervention

Assessments



Effects/Impact

Evaluation



EVIDENCE

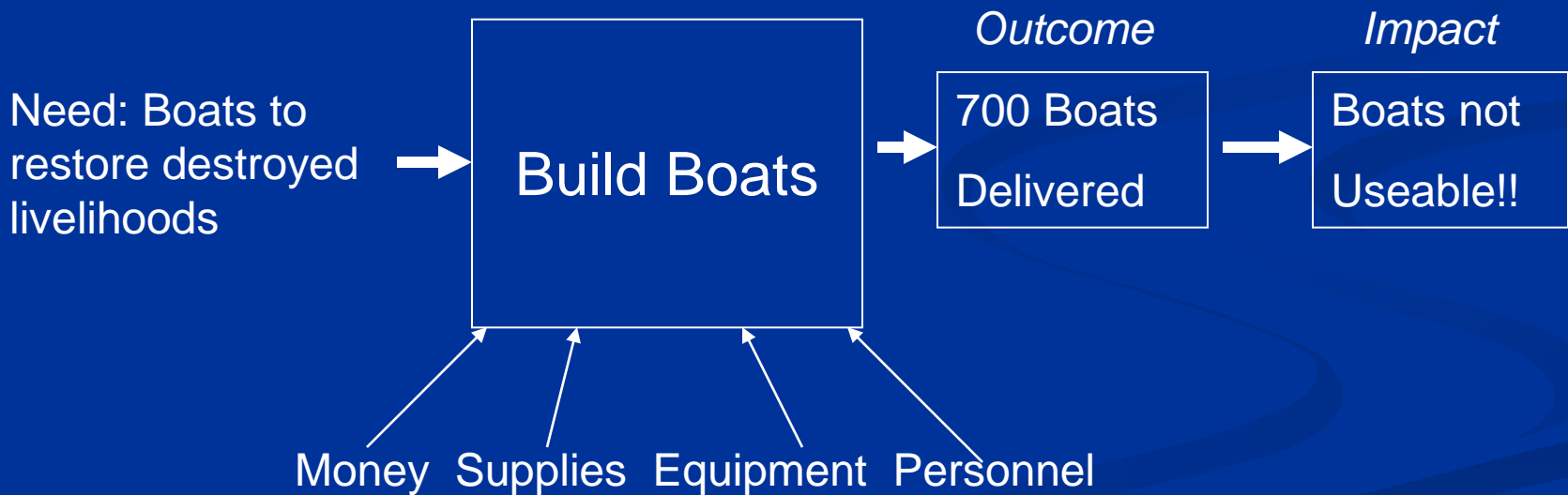
Evaluation → Evidence

- Process Evaluation
 - Identify critical points of success
 - Identify critical points of failure
 - Assess performance
- Complete Final Report
- Prepare Data for Publication
- Submit for Publication

Impact of an Intervention

Goal: Restore fishing industry

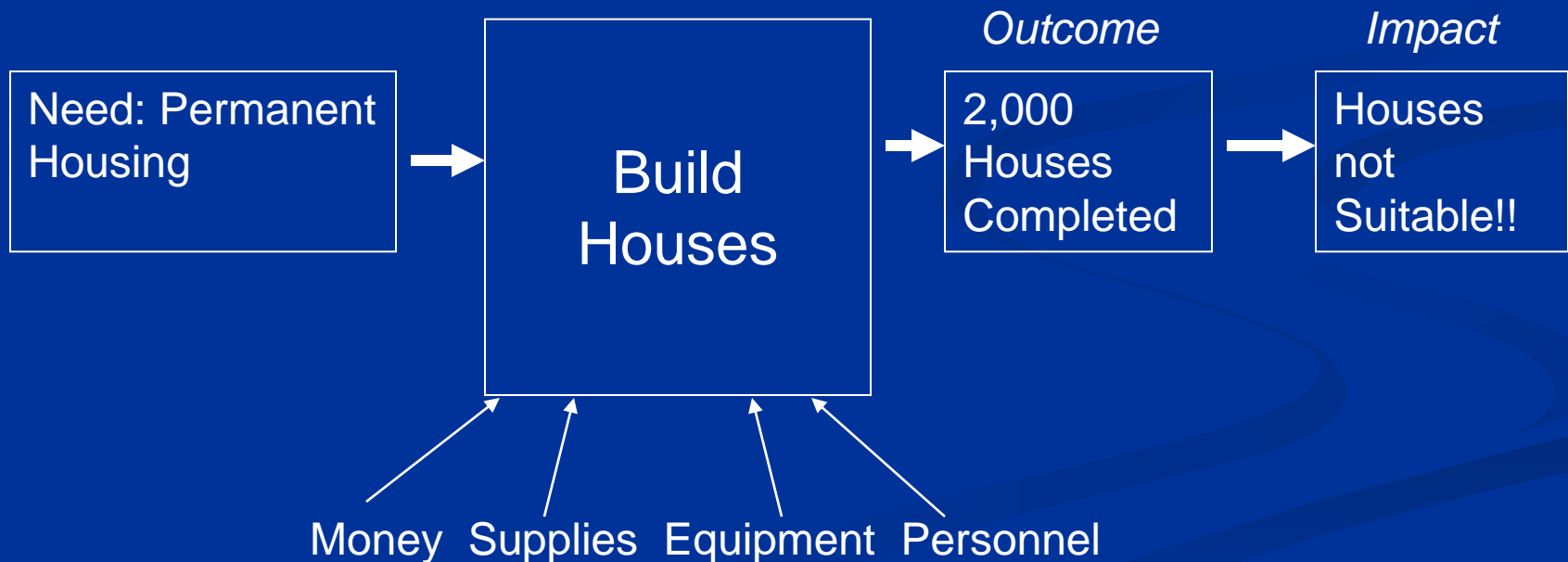
Objective: Build replacement boats



Impact of Intervention

Goal: Move IDPs from temporary to Permanent Residences

Objective: Build Permanent Housing



Achievement indicators
do NOT contribute
to
EVIDENCE

Evaluation of Interventions

- EVALUATE ALL INTERVENTIONS
- Interventions aimed at a specific need or set of needs
- Explicitly defined and stated goals/objectives prior to implementation

Without stated goals/objectives, cannot evaluate an intervention

Evaluations of Interventions

Important Questions

- All or part of the Goals met?
- Objective(s) of the intervention accomplished?
- Appropriate Indicators used?
- Best possible data collection methods?
- Effects?
- Outcomes vs. Goals?
- External validity—Can I apply findings?
- Supported by other studies?
- Where and How do findings apply?

Summary

- Set of complex processes—each open for evaluation/research/comparisons
- To learn, look for:
 - Critical points in the process
 - Success
 - Failure
- Document process using frameworks
- Needs are dynamic → frequent reassessments