P2.S2.T1.The operational Plan of Action (PoA)[[1]](#endnote-1)

This document is a template in order to elaborate the operational Plan of Action (PoA). The operational PoA sets up priorities and provides a roadmap to keep the team on track with the expected results.

The operational PoA helps the implementing team to identify what they want to achieve for the targeted population and how. It sets up priorities and provides a roadmap to keep the team on track with the expected results. The PoA defines the overall strategy, specific objectives and field structure of the operation[[2]](#footnote-1).

# Summary

* 1. Date, Location and National Society and Movement Actors involved

Purpose of the Plan of Action:

Example:

* To allow the NS to implement the activities of the livelihoods program in the region of ABC in order to promote the creation of xx MEs.

# Situation analysis

* 1. Description of the context

Provide a summary of the situation based on the information available at this time, including:

* The locations
* How the situation has developed or evolved.
* Basic information concerning the economic context and MEs activities.
* The type of emergency or crisis, if applicable.
	1. Summary of the current Movement Response
* Overview of the Host National Society, including specific aspects related to livelihoods and MEs programs implementation.
* Overview of RC and RC Movement in the country, including specific aspects related to livelihoods.
* Movement coordination.
* Brief overview of non-RCRC actors in the country: Government, Civil Protection/Defence, Military, UN, INGOs, local NGOs, clusters, etc.
	1. Needs analysis and feasibility assessment

Include:

* Household level needs per type de ME and/or household members involved in the MEs.
* Market assessment findings.
* Feasibility of cash grants or in-kind support.
* Intervention of other actors.
* The intended beneficiaries' assessed needs.
* The urgency and time-frame to respond to these needs, if applicable.
* The foreseen targeting methods.
* The beneficiaries´ preferences with regards to the form of the grants, if applicable (cash, kind or combination; what form of cash transfer).
* Intra-household issues related to the control over in-kind and cash resources.
* Specific needs concerning ME implementation.
* Market assessment findings including the availability of sufficient quantity of goods on local markets that respond to the identified needs.
* The intended beneficiaries' physical access to markets.
	1. Risk Assessment

Summarize any known or anticipated risks which might impact on the implementation of the operation (i.e. the security situation, state of the roads and difficulty of access).

Include:

* The context related security risks identified in the risk matrix (physical security).
* The programmatic/operational related security risks identified in the risk matrix.
* The institutional related risks identified in the risk matrix.
* Any other specific risks related to the implementation of the MEs.

# Proposed operational strategy and plan

* 1. Objectives of the Operation (create a separate Logframe)

Give a short summary of the overall objective of the operation –ME program to be implemented-, including preparedness for imminent crisis if appropriate or why the National Society is concentrating on certain sectors only if relevant.

a. Overall objective

b. Outcomes.

c. Expected results.

* 1. Targeted MEs and beneficiaries

a. Number of MEs and beneficiaries involved, and area of intervention.

b. Targeting criteria.

c. Analysis of the MEs and the beneficiary situation in relation to proposed intervention.

* 1. Chosen Cash grant or in-kind Mechanism in order to support the MEs (if applicable)

a. Rationale for selected modality.

b. Type of transfer mechanisms (delivery agent and delivery method) if applicable.

c. Regularity of payments and cash transfer value if applicable.

3.4 Risk analysis findings

Describe the result of the risk analysis and include in annex:

a. Main identified risks.

b. Mitigation measures.

3.5 Distribution Plan if applicable

Create a detailed workplan/Grant chart indicating timelines for activities and include in annex.

3.6 Accountability to beneficiaries/stakeholders

Describe the intended beneficiary accountability system.

a. Beneficiary / Stakeholders communication.

b. Feedback and Response System.

3.7 Support Services

a. Human resources (create a detailed Human Resources plan and annex). Personnel needed to complete the operational plan – volunteers, NS staff, surge capacity country/regional staff, delegates, etc. Based on the specific operation, specify and reflect projected HR needs and include the costs in the operational support budget.

b. Logistics and supply chain.

c. Administration and Finance.

d. Security requirements.

e. Information technologies (IT) requirements.

3.8 Planning, monitoring, evaluation and reporting (PMER)

Indicate how monitoring of the implementation will be carried out and whether an evaluation, beneficiary satisfaction survey, lessons learned workshop are planned. Include market price monitoring if applicable. Indicate here any support that will be provided to monitoring and evaluation of the operation, for example:

a. Process monitoring.

b. Impact monitoring.

c. Market monitoring.

Provide details of the types of reports, the audience and the frequency.

Please check specific tools for monitoring in the MEs tookit.

# Budget

Include a detailed breakdown and overall expected costs, including training of beneficiaries and staff, HR and technical services if applicable, cash grants or in-kind support if applicable, monitoring and evaluations, among others. It must contain:

a. Total cost of the operation.

b. Direct operational costs.

c. Support costs.

Concerning the cash grants or in-kind support if applicable, it is important to consider:

* The number of beneficiaries multiplied by the amount to be paid (in the currency of payment).
* Human resources costs.
* Transport costs.
* Handling cost (bank or other charges).
* Administrative cost (office equipment needed).

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| --- | --- | --- | --- | --- | --- | --- | --- |
| Activity | Account | Description | Quantity | Unit | Cost | Total | Expenditure |
| Outcome 1  |
| Output 1.1 |
| AA |  |  |  |  |  |  |  |
| AA |  |  |  |  |  |  |  |
| AA |  |  |  |  |  |  |  |
| Total cost Output 1.1 |  |  |  |  |  |  |  |
| Output 2 |
| AB |  |  |  |  |  |  |  |
| AB |  |  |  |  |  |  |  |
| AB |  |  |  |  |  |  |  |
| Total cost Output 1.2 |  |  |  |  |  |  |  |
| Outcome 2 |
| Output 2.1 |
| AC |  |  |  |  |  |  |  |
| AC |  |  |  |  |  |  |  |
| AC |  |  |  |  |  |  |  |
| Total cost Output 2.1 |  |  |  |  |  |  |  |
| Output 2.2 |
| AD |  |  |  |  |  |  |  |
| AD |  |  |  |  |  |  |  |
| AD |  |  |  |  |  |  |  |
| Total cost Output 2.2 |  |  |  |  |  |  |  |
| Total Support Costs |  |  |  |  |  |  |  |
| Total Sub budget |  |  |  |  |  |  |  |
| Programme Support costs |  |  |  |  |  |  |  |
| TOTAL BUDGET |  |  |  |  |  |  |  |

# Logical framework

|  |
| --- |
|  [Project Name] LOGFRAME |
| Objectives | Indicators | Means of verification | tAssumptions |
| Goal | *Example:* *To mitigate the impact of the COVID-19 crisis through the impulse of MEs implementation in xxx**Improved resilience and food security as well as livelihood opportunities for women and youth groups in XXX* |  | *Example: reports, baseline and endline.* | *Example:*  *the security situation allows the action to be carried out*  |
| Outcomes  | *Example: Strengthening business related to tourism from a collective perspective, working with associations and target groups representatives in decision making processes. Increasing capacities of the associations by assessing needs and developing a training itinerary along the life-project.**The target groups, in particular women and youth groups, have access to diversified livelihood opportunities.* | *Example: Number of MEs strengthened* |  |  |
| Outputs/Results | *Example:*  *Cash & Vouchers Assistance (CVA) to individuals/families/small-and medium businesses most affected by the pandemic put in place.**The target group has improved skills and means to engage in income generating activities* |  | *Example: lists of MEs*  |  |
| Activities | *Example:*  *Provide guidance and develop individualized employment itineraries to facilitate adaptation to changes in labor and market needs CVA Support for xxx individualized employment itineraries.* |  |  |  |

# Risk matrix

Check Tool P2.S3.T5. Risk matrix and mitigation measures to include relevant risk and mitigation measures for the project

|  |  |  |  |
| --- | --- | --- | --- |
| Risk *(and source of information)* | Likelihood(1 Low-5 High) | Description of impact on programme (1 Low – 5 High) | Identified risk mitigation actions and risk owner |
| **Contextual risk** |
|  |  |  |  |
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| **Programmatic risk** |
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| Institutional risk (financial, reputational and strategic risk) |
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# HR Plan

Reflect projected HR needs.

Consider personnel needed to complete the operational plan – this can be in-country staff, delegates, consultants, volunteers, surge capacity, etc.

It is also important to consider needs in terms of technical assistance -consultants, etc.- in order to support activities such as training or the elaboration of the business plans.

Also consider functions and locations related to cash grants or in-kind support activities –if applicable- including:

* Beneficiary communication and accountability system.
* Feedback and response mechanism.
* Database management.
* Distributions if applicable.
* Process monitoring.
* Market price monitoring.

|  |
| --- |
| HR planning table |
| Position title | Sector area | Time (months) | Specific roles, responsibilities, tasks |
| National staff |  |  |  |
| HQ and chapter level staff |  |  |  |
| Volunteers |  |  |  |
| International staff *Needed full time or for specialist function* |  |  |  |
| Other: technical assistance, etc. |  |  |  |
|  |  |  |  |

# Detailed Work Plan

|  |  |  |  |
| --- | --- | --- | --- |
| Activities | Person responsible | Coordination with | TIMELINE |
| Week 1 | Week 2 | Week 3 | Week 4 | Week 5 | Week 6 | Week 7 | Week 8 |
| Set-up |
| Develop an operational plan including: logframe, risk matrix, HR plans, budget, and work plan |   |   |   |   |   |   |   |   |   |   |
| Define roles and responsibilities (SOPs) |   |   |   |   |   |   |   |   |   |   |
| Launching workshops and dissemination of the project, objectives and outputs for local authorities and relevant stakeholders |   |   |   |   |   |   |   |   |   |   |
| Capacity building for staff and volunteers: |  |  |  |  |  |  |  |  |  |  |
| Agreement with Local Partners or/and Service Providers |  |  |  |  |  |  |  |  |  |  |
| Set up a project Committee at community level |  |  |  |  |  |  |  |  |  |  |
| Beneficiary communication and accountability BCA |
| Develop a BCA plan |   |   |   |   |   |   |   |   |   |   |
| Develop and implement MEs projects communications strategy and awareness materials |  |  |  |  |  |  |  |  |  |  |
| Design and set up a complaint and response mechanism |   |   |   |   |   |   |   |   |   |   |
| Service provider selection and contracting in case of cash grants or in-kind support /trainings service |
| Research potential service providers |   |   |   |   |   |   |   |   |   |   |
| Conduct a tendering process to select service providers |   |   |   |   |   |   |   |   |   |   |
| Contract and define ways of work |   |   |   |   |   |   |   |   |   |   |
| Elaboration of business plans |
| Training Business Plan |  |  |  |  |  |  |  |  |  |  |
| Design Business plans |  |  |  |  |  |  |  |  |  |  |
| Support to the MEs in the elaboration of the plans |  |  |  |  |  |  |  |  |  |  |
| Approval of the plans |  |  |  |  |  |  |  |  |  |  |
| Register beneficiaries |  |  |  |  |  |  |  |  |  |  |
| Distribution and Encashment if applicable |
| Plan and organize distributions |   |   |   |   |   |   |   |   |   |   |
| Assess encashment capacity |   |   |   |   |   |   |   |   |   |   |
| Plan encashment and mobilize agents |   |   |   |   |   |   |   |   |   |   |
| Train staff and service providers |   |   |   |   |   |   |   |   |   |   |
| Carry out distributions |   |   |   |   |   |   |   |   |   |   |
| M&E planning |
| Develop an M&E strategy |   |   |   |   |   |   |   |   |   |   |
| Programme monitoring |
| Establish baselines |   |   |   |   |   |   |   |   |   |   |
| MEs monitoring |   |   |   |   |   |   |   |   |   |   |
| Grants monitoring |  |  |  |  |  |  |  |  |  |  |
| Endline  |  |  |  |  |  |  |  |  |  |  |
| Market monitoring |
| Monitor traders |   |   |   |   |   |   |   |   |   |   |
| Monitor prices |   |   |   |   |   |   |   |   |   |   |
| Evaluation |
| End Plan evaluation (including ToR elaboration) |   |   |   |   |   |   |   |   |   |   |

1. Adapted from IFRC, Cash in Emergencies Toolkit, March 2016 [↑](#endnote-ref-1)
2. *The main source for the elaboration of the document was the Operational plan template from the International RC and RC Movement Cash in Emergencies Toolkit* [↑](#footnote-ref-1)