

LOGISTICS CLUSTER
FIELD-BASED PREPAREDNESS PROJECT (FBPP)
Phase I: Analysis and Planning

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Who is this document for? FBPP Preparedness officers who want to know more about the first phase of the FBPP.

What does it contain? A rationale and description of the scope, objectives and activities that can be considered under the Analysis and Planning workstream (Phase I) of the FBPP.

Prerequisite reading?

1. [FBPP ICS Framework Overview](#): Describes how the different ICS tools (Theory of Change, Capacity Needs Mapping, Workplan) are integrated by common elements (the five high-level pathways, their respective capacity bundles, entry points for implementation, process milestones, and indicators).
2. [FBPP ICS Theory of Change](#): Lists the five pathways and the underlying capacity bundles used to analyse the national HSC&L system. These pathways and bundles provide the structure into which the Entry Points listed in this document will fit.
3. [FBPP ICS Entry-Point and Milestone Compendium](#): Provides an overview of all entry-points and process milestones across all three phases, and outlines key concept relating to hard and soft entry-point processes.

Where can I find a softcopy? <https://logcluster.org/document/fbpp-gdnc-ics-framework-phase-i-analysis-and-planning>

Project Rationale

The **Field-based Preparedness Project (FBPP)** provides demand-driven and context-specific capacity strengthening support to local humanitarian actors. It facilitates coordinated approaches towards improved – and more localised – humanitarian supply chain preparedness. Through this, it increases readiness and autonomy of in-country actors to engage in nationally led joint humanitarian logistics responses and information exchange.

The Big Picture

The FBPP consists of three main phases: **analysis and planning** (Phase I) which results in a National Action Plan for Humanitarian Supply Chain & Logistics Preparedness; support for **communications, policy and resource advocacy** to pave the way for the National Action Plan's implementation by national actors (Phase II); and support for the lead agency's **oversight and coordination** of the National Action Plan as the agency leads the implementation process (Phase III).

This document focuses on **Phase I: Analysis and Planning**.

Phase I objectives and actions

One of the primary longer-term objectives of the FBPP is to support the articulation and endorsement of a National HSC&L Action Plan. As it does this, the Project will also support the articulation of a **multi-stakeholder Capacity Strengthening Roadmap**, designed to strengthen the capacities of various actors to effectively implement the National Action Plan once it is endorsed.

Both the National Action Plan and the Capacity Strengthening Roadmap processes are *initiated* during Phase I. However, while the capacity strengthening roadmap might also be articulated and validated within the Phase I window of engagement, the National Action Plan is only likely to be fully endorsed and institutionalised over the course of Phases II and III.

Phase I: Analysis and Planning sets the scene and establishes the fundamental coordination mechanisms through which the Project's objectives and key implementation strategies can be catalysed. It aims to achieve the following:

- Establishment of a **National Working Group for Humanitarian Supply Chain & Logistics (HSC&L) Preparedness (NPWG)** with clear, jointly agreed, Terms of Reference (or strengthening the Terms of Reference of an existing one).
- Initial drafting (or revision of existing) of a **National HSC&L Preparedness Action Plan**
- Establish (ideally through the NPWG) a common baseline understanding of the key HSC&L capacity gaps in the country.
- Multi-stakeholder validation and endorsement (through the NPWG) of a multi-actor logistics preparedness **capacity strengthening roadmap**, with documented commitments to operationalise it in collaboration with the NPWG and lead institution mandated to oversee national HSC&L preparedness.
- Timely and widespread information sharing through functional communication channels.

These objectives may be achieved through the general activities listed below, and/or any others that may be necessary within the specific country context. All activities should be carried out in collaboration with the lead disaster-management body and the NPWG (where one exists and is functional):

- Completion of comprehensive national and local stakeholder analysis.
- Completion of a comprehensive HSC&L capacity mapping.
- Articulation of Terms of Reference for a National Working Group for HSC&L Preparedness and advocacy to create the NPWG where one does not already exist or to adopt the revised Terms of Reference where one does.
- Creation of inclusive information sharing procedures.

- Organisation and facilitation of information-sharing and gap-analysis workshops and simulation-based exercises.
- Drafting of a multi-actor logistics preparedness capacity strengthening strategy and plan.

Many of the activities undertaken during Phase I will require FBPP Officers to simultaneously support and strengthen basic stakeholder capacities in communications and advocacy as a matter of course, to ensure a participatory and inclusive approach is adopted throughout and across all Project efforts. However, specific **policy** advocacy and **resource** advocacy efforts will be addressed in Phase [II].

Phase I in the Theory of change

As illustrated in the documentation outlining the FBPP approach to ICS, the Theory of Change underpinning the Project’s design describes a range of **pathways**, **capacity bundles** and **entry-points** for engagement with national HSC&L actors. Phase I speaks to the following elements (highlighted in red) of the [FBPP ICS Framework Overview](#) and the [Theory of Change](#):

Element	(Type) [Phase]
P1: The HSC&L policy and regulatory environment	[II]
CB 1.1: HSC&L Sectoral instruments	[II]
EP 1.1.1. Support [Key stakeholder] in developing and promoting evidence-based national preparedness policies, legislation and other relevant regulatory instruments	(soft) [II]
CB 1.2: Multi-sectoral integration of HSC&L	[II]
EP 1.2.1. Support [Key stakeholder] in achieving relevant integration of HSC&L preparedness objective, roles and responsibilities in other sector-specific instruments	(soft) [II]
CB 1.3: International and regional HSC&L partnerships	[II]
EP 1.3.1. Support [Key stakeholder] in increasing engagement in relevant global and regional fora (including through SSC) on the topic of HSC&L Preparedness	(soft) [II]

Element	(Type) [Phase]
P2: HSC&L Institutional effectiveness & accountability	[I, II, III]
CB 2.1: HSC&L institutional mandate and recognition.	[II]
EP 2.1.1. Support [Key stakeholder] in strengthening institutional mandate and recognition	(soft) [II]
CB 2.2: HSC&L coordination mechanisms and accountability	[I]
EP 2.2.1. Support [Key stakeholder] in strengthening relevant HSC&L Preparedness coordination mechanisms	(soft) [I]
CB 2.3: HSC&L information dissemination mechanisms	[I, II]
EP 2.3.1. Support [Key stakeholder] in strengthening effective dissemination of relevant information around HSC&L preparedness	(soft) [I, II]
EP 2.3.2. Support [Key stakeholder] in strengthening internal capabilities in Communications and Advocacy	(soft) [II]
CB 2.4: HSC&L process optimisation	[I, III]
EP 2.4.1. Support [Key stakeholder] in carrying out HSC&L business process analysis to identify opportunities for optimization, and where relevant, specifically through digitalization ¹	(soft) [I]
EP 2.4.2. Support [Key stakeholder] in designing and developing more efficient, effective and economic HSC&L business process models and operations	(soft) [III]
EP 2.4.3. Support [Key stakeholder] in rolling out optimised HSC&L business models and operational processes	(hard) [III]
EP 2.4.4. Support [Key stakeholder] in reviewing design of existing HSC&L IMS/MISs ²	(soft) [I]
EP 2.4.5. Support [Key stakeholder] in developing and rolling-out enhanced digital HSC&L IMS/MISs	(hard) [III]
CB 2.5: Evidence-based approach for HSC&L	[II, III]
EP 2.5.1. Support [Key stakeholder] in strengthening relevant HSC&L M&E practices and procedures	(soft) [III]
EP 2.5.2. Support [Key stakeholder] with Training-of-Trainers in improved/revised M&E for HSC&L	(hard) [III]
EP 2.5.3. Support [Key stakeholder] in ensuring evidence informs the HSC&L preparedness solutions	(soft) [II]
CB 2.6: HSC&L assets, platforms and infrastructure	[I, III]
EP 2.6.1. Support [Key stakeholder] in designing and developing HSC&L assets, platforms and/or infrastructure	(soft) [I]
EP 2.6.2. Support [Key stakeholder] in utilizing, maintaining and managing HSC&L assets, platforms and/or infrastructure	(hard) [III]

¹ See footnote 7 (page 8) for an explanation of *digitisation* Vs *digitalisation*.

² See footnote 8 (page 9) for an explanation of IMS/MIS.

Element	(Type) [Phase]
CB 2.7: National/local HSC&L partnerships.	[I]
EP 2.7.1. Support [Key stakeholder] in strengthening national and local HSC&L partnerships	(soft) [I]
P3: Strategic planning and financing for HSC&L	[II]
CB 3.1: Value proposition of HSC&L	[II]
EP 3.1.1. Support [Key stakeholder] in articulating relevant evidence-based HSC&L preparedness value proposition statements	(soft) [II]
CB 3.2: Strategic planning for HSC&L	[II]
EP 3.2.1. Support [Key stakeholder] in articulating strategic roadmaps and/or costed action plans for HSC&L preparedness	(soft) [II]
CB 3.3: Sustainable financing for HSC&L	[II]
EP 3.3.1. Support [Key stakeholder] in advocating for required financing mechanisms and models for HSC&L preparedness	(soft) [II]
CB 3.4: Financial management systems.	[II]
EP 3.4.1. Support [Key stakeholder] in designing and developing digital financial IMS/MISs for HSC&L preparedness	(soft) [II]
EP 3.4.2. Support [Key stakeholder] in rolling-out relevant digital financial IMS/MISs for HSC&L preparedness	(hard) [II]
P4: The National HSC&L Preparedness plan	[I, III]
CB 4.1: Design of the HSC&L Preparedness Plan	[I]
EP 4.1.1. Support [Key stakeholder] in strengthening the design of the National HSC&L Preparedness Plan	(soft) [I]
CB 4.2: HSC&L Preparedness Plan implementation	[III]
EP 4.2.1. Support [Key stakeholder] in strengthening operational implementation of the National HSC&L Preparedness Plan	(soft) [III]
CB 4.3: Stakeholder HSC&L implementation capacity	[III]
EP 4.3.1. Support [Key stakeholder] to institutionalise capacity strengthening in critical HSC&L skills and knowledge	(soft) [III]
EP 4.3.2. Support [Key stakeholder] with Training-of-Trainers in improved/revised HSC&L operational implementation	(hard) [III]
EP 4.3.3. Support [Key stakeholder] with operational implementation of the National HSC&L Preparedness Plan	(hard) [III]
CB 4.4: Accountability and Grievance management	[III]
EP 4.4.1. Support [Key stakeholder] in establishing formal and systematic mechanisms to ensure sectoral responses that leverage	

Element	(Type) [Phase]
the HSC&L system feed-back timely information on delivery effectiveness	(soft) [III]
EP 4.4.2. Support [Key stakeholder] in designing and developing an effective grievance management mechanism for emergency response operations managed directly by the HSC&L actors	(soft) [III]
EP 4.4.3. Support [Key stakeholder] in rolling-out a grievance management system mechanism for emergency response operations managed directly by the HSC&L actors	(hard) [III]
P5: Engagement of other actors in HSC&L	[I, III]
CB 5.1: In HSC&L Preparedness Plan design	[I]
EP 5.1.1. Support [Key stakeholder] in increasing engagement of other actors in the design of the National HSC&L Preparedness Plan	(soft) [I]
CB 5.2: In HSC&L Preparedness Plan implementation	[III]
EP 5.2.1. Support [Key stakeholder] in increasing engagement of other actors in National HSC&L Preparedness Plan implementation	(soft) [III]
EP 5.2.2. Support [Key stakeholder] in increasing engagement of other actors in HSC&L Preparedness M&E	(soft) [III]
CB 5.3: Research, development and innovation in HSC&L	[III]
EP 5.3.1. Support [Key stakeholder] in establishing a relevant HSC&L research, development and innovation agenda	(soft) [III]
CB 5.4: Sustainable human capital in HSC&L	[III]
EP 5.4.1. Support [Key stakeholder] in developing higher-level educational programmes to build relevant national professional capacity in HSC&L	(soft) [III]
EP 5.4.2. Support [Key stakeholder] in creating a range of apprenticeship, internship and other on-the-job learning opportunities to promote employability of young professionals in the HSC&L sector	(soft) [III]

In this regard, the Project will adopt a holistic, and systematic **systems-strengthening** approach that will support a range of capacities in the individual, organisational and enabling environment domains.

Phase I specific entry-points (activities)

Building on the above alignment of Phase I with the FBPP Theory of Change and ICS framework, the following sections provide the detailed capacity bundle descriptions, entry-points³ potentially relevant to Phase

³ This document lists only those entry-points that may be most relevant to **Phase I**. For a comprehensive list of potential

entry-points across *all* project phases, please see the [FBPP ICS Entry-Point and Milestone Compendium](#) document.

I, and related process milestones that can be considered, as warranted by context. Note that some specific entry-points under Phase I capacity bundles may align better under Phase [II] or Phase [III].

The capacity bundle descriptions provide insights into **what** the various entry-points will want to achieve while the process milestones guide in **how** that should be achieved. The entry-points describe the nature and focus of the specific capacity strengthening action.

The process milestones describe *possible* step-by-step actions that can be considered to ensure the entry-points are operationalised as true capacity strengthening efforts and **not as capacity substitution ones**. This aims to guide FBPP Officers in *enabling* project counterparts instead of carrying out tasks themselves.

Bundle 2.2 HSC&L coordination mechanisms and accountability

Desired capacities⁴. *A multi-sectorial and multi-actor coordination mechanism critical to promoting national humanitarian supply chain and logistics preparedness is in place and oversees the implementation of the National Humanitarian Supply Chain and Logistics Preparedness Plan (see below). It is effective and involves all relevant sectors, stakeholders and partners, and roles and responsibilities of all players across various functions are clearly articulated and known to all members. It is functional at national, sub-national and local levels. Reporting lines between decentralised branches of the coordination mechanism are well-defined and functional. Accountability lines across all relevant stakeholders at national, sub-national, local and facility levels are clearly defined, widely known by all stakeholders, and fully functioning. As relevant, other sector-specific coordination mechanisms integrate related objectives into their agenda.*

Entry-point 2.2.1 Support [Key stakeholder]⁵ in strengthening relevant HSC&L Preparedness coordination mechanisms

Process milestones⁶

1. **[Relevant stakeholders identified]**: [Key Stakeholder] has finalised a list of actors (i.e., ‘relevant stakeholders’) to be approached for advocacy, discussions and engagement on the topic of strengthening coordination mechanisms to support the HSC&L agenda
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in reviewing existing and exploring new/innovative coordination mechanisms, strategies, technologies etc developed/revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
3. **[ICD materials approved]**: [ICD materials/package/mechanism] endorsed by relevant authorities.
4. **[ICD delivered]**: Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
5. **[CIDA strategy developed]**: CIDA strategy and workplan developed by [Key Stakeholder] to ensure relevant information on initiatives to strengthen HSC&L coordination mechanisms reaches interested parties, at all levels
6. **[CIDA materials procured/developed]**: Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
7. **[CIDA strategy implemented]**: Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
8. **[CIDA end-users reached as per targets]**: CIDA recipients reached as per established targets
9. **[Advocacy undertaken]**: Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise

⁴ The ‘Desired capacities’ text for each Capacity Bundle is extracted from the FBPP [Theory of Change](#) document, and can also be found under the description of **Self-Sufficient Capacity** for each Capacity Bundle in the [Capacity Needs Mapping \(CNM\) Guiding Questions](#) document.

⁵ ‘[Key stakeholder]’ in this context refers to the **national actors leading disaster management activities**, whether officially mandated to do so or not (in the absence of authorities who can delegate or mandate others with specific agenda). In most cases this will be a state institution mandated for disaster

response – the NDMO. In other cases, where no formal government exists, [Key stakeholder] may refer to a civil society or other non-state entity generally recognized by the humanitarian and development community as best positioned to lead the emergency preparedness agenda.

⁶ The **Process Milestones** guide the FBPP Officer through an ordered sequence *processes* as they support national actors in implement an entry-point in a manner that ensures results are achieved through a *sustainable capacity strengthening approach*.

awareness of relevant issues, needs and plans to strengthen coordination mechanisms in support of HSC&L

10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the review/development of existing or new coordination mechanisms and processes (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
11. **[Expertise contracted]**: External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
12. **[Preliminary review underway]**: Full review of current coordination mechanisms, reporting and accountability lines relevant to the HSC&L agenda spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Full review spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, completed.
14. **[Relevant stakeholder consent to engage]**: Building on preliminary review findings stakeholders approached agree to engage in further revision and/or development discussions
15. **[Workplan developed]**: Programme of work to create/revise appropriate and adequate coordination mechanisms to support the HSC&L agenda finalised by [Key Stakeholder] in collaboration with relevant stakeholders.
16. **[Discussion events organised]**: Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary drafting of revised strategy, instrument, programme or system
17. **[Draft revision/proposal developed]**: Building on findings from the review, a draft proposal/revision of the policy, programme or system under discussion prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: New/revise Terms of Reference and/or standard operating procedures for the main HSC&L coordination mechanisms developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: New/revise Terms of Reference and/or standard operating procedures for the main HSC&L coordination mechanisms developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority

20. **[Roll-out plan developed]**: Roll-out/implementation plan for the new/revise Terms of Reference and/or standard operating procedures for the main HSC&L coordination mechanisms developed by [Key Stakeholder] in collaboration with relevant stakeholders.
21. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
22. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
23. **[Roll-out targets reached]**: Endorsed Terms of Reference and/or standard operating procedures rolled-out and/or under implementation at all levels as per established targets.

Bundle 2.3 HSC&L information dissemination mechanisms

Desired capacities. *A clear and calendarized information, education and communications (ICE) strategy or plan to disseminate information relevant to national humanitarian supply chain and logistics preparedness efforts and actions exists, has been costed and endorsed by the competent authorities. It is operationalised through formal and systematic mechanisms for disseminating information that reach national, sub-national and local levels, and operate on a regular and reliable basis. Information is made available in a range of formats to facilitate accessibility and uptake by all actors, implementers and segments of the population as relevant (including but not limited to, simplified and popularized versions, translated into the main local languages and presented as graphic illustrations for less literate audiences, et.). Information is disseminated through a wide range of channels to ensure adequate coverage, including but not limited to, print and digital formats, radio, mobile communications and other media channels where feasible and relevant, etc.*

Entry-point 2.3.1 Support [Key stakeholder] in strengthening effective dissemination of relevant information around HSC&L preparedness

Process milestones

1. **[Relevant stakeholders identified]**: [Key Stakeholder] has finalised a list of actors (i.e., 'relevant stakeholders') to be approached for advocacy, discussions and engagement on the topic of enhancing internal (and external) information dissemination processes, procedures and platforms.
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in effective information dissemination techniques, platforms and technologies developed/revise under

- guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
3. **[ICD materials approved]**: [ICD materials/package/mechanism] endorsed by relevant authorities.
 4. **[ICD delivered]**: Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
 5. **[CIDA strategy developed]**: CIDA strategy and workplan developed by [Key Stakeholder] to ensure relevant information on initiatives to enhance internal and external information dissemination reaches interested parties, at all levels
 6. **[CIDA materials procured/developed]**: Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
 7. **[CIDA strategy implemented]**: Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
 8. **[CIDA end-users reached as per targets]**: CIDA recipients reached as per established targets
 9. **[Advocacy undertaken]**: Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of relevant issues, needs and plans to revise and strengthen internal and external information dissemination processes, procedures and platforms
 10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the review/development of strengthened information dissemination mechanisms (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
 11. **[Expertise contracted]**: External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
 12. **[Preliminary review underway]**: Full review of current information dissemination processes, procedures and platforms spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
 13. **[Preliminary review completed]**: Full review spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, completed.
 14. **[Relevant stakeholder consent to engage]**: Building on preliminary review findings stakeholders approached agree to engage in further revision and/or development discussions
 15. **[Workplan developed]**: Programme of work to create/revise current information dissemination mechanisms finalised by [Key Stakeholder] in collaboration with relevant stakeholders.
 16. **[Discussion events organised]**: Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary drafting of revised strategy, instrument, programme or system
 17. **[Draft revision/proposal developed]**: Building on findings from the review, a draft proposal/revision of current information dissemination processes, procedures and platforms prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
 18. **[Draft revision/proposal submitted]**: New/revise information dissemination processes, procedures and platforms developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
 19. **[Revision/proposal endorsed]**: New/revise information dissemination processes, procedures and platforms developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
 20. **[Roll-out plan developed]**: Roll-out/implementation plan for the new/revise information dissemination processes, procedures and platforms developed by [Key Stakeholder] in collaboration with relevant stakeholders.
 21. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
 22. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
 23. **[Roll-out targets reached]**: Endorsed information dissemination processes, procedures and platforms rolled-out and/or under implementation at all levels as per established targets.

Bundle 2.4 HSC&L process optimisation

Desired capacities. *The national humanitarian supply chain and logistics preparedness plan integrates a clearly articulated and fully costed process optimisation strategy that will increase the effectiveness, efficiency and economy of the HSC&L sector. Where feasible this will enable important social and environmental benefits by increasing efficiency and reducing energy consumption and emissions. Where relevant, the plan provides a framework for the use of digital processes and tools to support effective*

and efficient supply chain and logistics preparedness, and a full workflow and business process analysis of logistics preparedness operational and/or information management requirements has been completed, and resulted in a revised - or is being used to revise - streamlined (and digitalised where relevant) business model for national humanitarian supply chain and logistics preparedness, particularly relating to decentralized preparedness actions and last mile delivery tracking. A comprehensive process optimisation action plan (and digitisation plan, where relevant) has been or is being rolled out to optimise and/or digitise critical logistics preparedness implementation approaches and data at all levels of preparedness action. This may include (but does not oblige) a formal, centralised, digital information management system, fully rolled out and functional at national, sub-national and local levels, that captures critical and relevant data essential to supporting logistics preparedness, enabling multiple levels of data disaggregation and analysis. Whether building on existing MIS or aiming to connect disparate digital solutions, inter-operability across relevant and related systems is a priority and under development where not already optimised – including but not limited to relevant programme platforms to optimise performance and accountability and ensure “the right services are provided to the right people at the right time” (e.g. alignment with and/or support to shock-responsive social service and assistance programmes and safety nets). Data quality control and compliance mechanisms and data-sharing protocols are clearly defined, in place and enforced. Data that supports reporting on institutional accountability, which is done regularly and systematically, is available in digital format.

Entry-point 2.4.1 Support [Key stakeholder] in carrying out HSC&L business process analysis to identify opportunities for optimization, and where relevant, specifically through digitalization⁷

Process milestones

1. **[Relevant stakeholders identified]:** [Key Stakeholder] has finalised a list of actors (i.e., ‘relevant stakeholders’) to be approached for advocacy, discussions and engagement on the topic of optimising HSC&L business processes and launching an HSC&L business process analysis
2. **[ICD materials developed]:** [ICD materials/package/mechanism] to enhance stakeholder capacities in HSC&L business process analysis and SC&L process optimisation developed/ revised under guidance/ leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
3. **[ICD materials approved]:** [ICD materials/package/mechanism] endorsed by relevant authorities.
4. **[ICD delivered]:** Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
5. **[CIDA strategy developed]:** CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on plans and opportunities to explore HSC&L business process optimisation through an in-depth business process analysis reaches interested parties, at all levels
6. **[CIDA materials procured/developed]:** Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
7. **[CIDA strategy implemented]:** Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
8. **[CIDA end-users reached as per targets]:** CIDA recipients reached as per established targets
9. **[Advocacy undertaken]:** Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of relevant issues, needs and plans to undertake an HSC&L business process analysis
10. **[Expertise specifications developed]:** Technical specifications/Terms of Reference for external expertise or suppliers to support the HSC&L business process analysis process (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
11. **[Expertise contracted]:** External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
12. **[Preliminary review underway]:** Full HSC&L business process analysis spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]:** Full HSC&L business process analysis spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, completed.

⁷ **Digitisation** is the process of changing information from a physical form (e.g. paper-based document, audio cassette, video tape) into a digital form (PDF file, audio/video file). **Digitalisation**, on the other hand, leverages digitisation to

improve business processes. E.g.: Scanning a document and storing the PDF file is an example of *digitisation*. Using this PDF file to quickly collect electronic signatures, making the process more efficient, is an example of *digitalisation*.

14. **[Relevant stakeholder consent to engage]:** Building on preliminary review findings stakeholders approached agree to engage in further revision and/or development discussions
 15. **[Workplan developed]:** Programme of work to share and validate HSC&L business process analysis with key stakeholders finalised by [Key Stakeholder] in collaboration with relevant stakeholders.
 16. **[Discussion events organised]:** Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary drafting of revised strategy, instrument, programme or system
 17. **[Draft revision/proposal developed]:** Building on findings from the HSC&L business process analysis, a draft HSC&L Business Process Analysis Report prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
 18. **[Draft revision/proposal submitted]:** HSC&L Business Process Analysis Report developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
 19. **[Revision/proposal endorsed]:** HSC&L Business Process Analysis Report developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
 20. **[Roll-out plan developed]:** Roll-out/implementation plan (next steps) for the HSC&L Business Process Analysis Report developed by [Key Stakeholder] in collaboration with relevant stakeholders.
 21. **[CIDA strategy implemented]:** Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
 22. **[CIDA end-users reached as per targets]:** CIDA recipients reached with new information as per established targets
 23. **[Roll-out targets reached]:** NA.
- Entry-point 2.4.4 Support [Key stakeholder] in reviewing design of existing HSC&L IMS/MISs⁸**
- Process milestones**
1. **[Relevant stakeholders identified]:** [Key Stakeholder] has finalised a list of actors (i.e., 'relevant stakeholders') to be approached for advocacy, discussions and engagement around revising the information management system in question
 2. **[ICD materials developed]:** [ICD materials/package/mechanism] to enhance stakeholder capacities in IMS/MIS architecture and work-flow analysis and review developed/revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
 3. **[ICD materials approved]:** [ICD materials/package/mechanism] endorsed by relevant authorities.
 4. **[ICD delivered]:** Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
 5. **[CIDA strategy developed]:** CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on the IMS/MIS review process reaches interested parties, at all levels
 6. **[CIDA materials procured/developed]:** Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
 7. **[CIDA strategy implemented]:** Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
 8. **[CIDA end-users reached as per targets]:** CIDA recipients reached as per established targets
 9. **[Advocacy undertaken]:** Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of relevant issues, needs and plans to review and revise the IMS/MIS in question
 10. **[Expertise specifications developed]:** Technical specifications/Terms of Reference for external expertise or suppliers to support the IMS/MIS review/development process (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
 11. **[Expertise contracted]:** External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
 12. **[Preliminary review underway]:** Full system analysis of the current IMS/MIS spearheaded by [Key

⁸ **IMS/MIS** = An *Information Management System* (IMS) covers all activities involved in storing, organising and retrieving data/information and is a critical entry-point for **digitalisation** of information; a *Management Information System* (MIS) governs the information and data-driven processes that support

management activities and decision-making and thus is a critical entry point for the **digitalisation** discourse. Context will determine which is relevant, thus IMS/MIS is used throughout.

Footnote 7 (page 8) defines *digitisation* and *digitalisation*.

Stakeholder] in collaboration with relevant stakeholders, designed and underway.

13. **[Preliminary review completed]**: Full system analysis of the current IMS/MIS spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, completed.
14. **[Relevant stakeholder consent to engage]**: Building on preliminary review findings stakeholders approached agree to engage in further revision and/or development discussions
15. **[Workplan developed]**: Programme of work to create/revise the IMS/MIS finalised by [Key Stakeholder] in collaboration with relevant stakeholders.
16. **[Discussion events organised]**: Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary drafting of revised strategy, instrument, programme or system
17. **[Draft revision/proposal developed]**: Building on findings from the system analysis, a draft proposal/revision of the IMS/MIS design prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: New/revise IMS/MIS design developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: New/revise IMS/MIS design developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]**: Roll-out/implementation plan for the new/revise IMS/MIS design developed by [Key Stakeholder] in collaboration with relevant stakeholders.
21. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
22. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
23. **[Roll-out targets reached]**: NA.

Bundle 2.6 HSC&L assets, platforms and infrastructure.

Desired capacities. *Assets, platforms and infrastructure capacities required to guarantee effective and efficient national humanitarian supply chain and logistics preparedness exist and are properly managed and maintained for optimum performance against all standards (including*

environmental ones). This includes, but is not limited to, a functional early warning system, that is operational at all levels and designed to detect triggers for a range of rapid and/or slow-onset hazards or known risks at local, national, regional or even global levels. Functional procedures are in place to ensure the data and information emerging from the early warning system or platform are rapidly disseminated to all interested parties and regularly integrated into critical decision-making around logistics preparedness actions. Essential hubs, depots and storage assets and infrastructure are optimally positioned across the national territory, in line with findings and recommendations emerging from recent and detailed risk and logistics capacity assessments. New asset management technologies, tools and practices (e.g., transportation management to analyse and identify routes by profitability, emissions-control technologies for fleet management, packaging and waste reduction etc.) that help enhance efficiency and reduce emissions and energy consumption are in place at all levels (national, sub-national and local as appropriate). They are fully functional and accessible to all interested actors. End-users are equipped with the skills needed to maintain, manage, access and/or benefit from them over time, and they access and use them on a regular basis, as an integral part of their ongoing activities.

Entry-point 2.6.1 Support [Key stakeholder] in designing and developing HSC&L assets, platforms and/or infrastructure

Process milestones

1. **[Relevant stakeholders identified]**: [Key Stakeholder] has finalised a list of actors (i.e., ‘relevant stakeholders’) to be approached for advocacy, discussions and engagement around designing and developing HSC&L assets, platforms and/or infrastructure
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in and familiarity with HSC&L assets, platforms and/or infrastructure developed/revise under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
3. **[ICD materials approved]**: [ICD materials/package/mechanism] endorsed by relevant authorities.
4. **[ICD delivered]**: Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
5. **[CIDA strategy developed]**: CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on plans to design and develop HSC&L assets,

- platforms and/or infrastructure reaches interested parties, at all levels
6. **[CIDA materials procured/developed]**: Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
 7. **[CIDA strategy implemented]**: Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
 8. **[CIDA end-users reached as per targets]**: CIDA recipients reached as per established targets
 9. **[Advocacy undertaken]**: Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of relevant issues, needs and plans to design and develop HSC&L assets, platforms and/or infrastructure
 10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the HSC&L asset, platform and/or infrastructure review/development (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
 11. **[Expertise contracted]**: External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
 12. **[Preliminary review underway]**: Full landscape analysis/capacity assessment of the current HSC&L assets, platforms and/or infrastructure spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
 13. **[Preliminary review completed]**: Full landscape analysis/capacity assessment of the current HSC&L assets, platforms and/or infrastructure spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, completed.
 14. **[Relevant stakeholder consent to engage]**: Building on preliminary review findings stakeholders approached agree to engage in further revision and/or development discussions
 15. **[Workplan developed]**: Programme of work to create/revise HSC&L assets, platforms and/or infrastructure finalised by [Key Stakeholder] in collaboration with relevant stakeholders.
 16. **[Discussion events organised]**: Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary drafting of revised strategy, instrument, programme or system
 17. **[Draft revision/proposal developed]**: Building on findings from the review, a draft proposal for the creation or rehabilitation of HSC&L assets, platforms and/or infrastructure prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
 18. **[Draft revision/proposal submitted]**: Draft proposal for the creation or rehabilitation of HSC&L assets, platforms and/or infrastructure developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
 19. **[Revision/proposal endorsed]**: Draft proposal for the creation or rehabilitation of HSC&L assets, platforms and/or infrastructure developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
 20. **[Roll-out plan developed]**: Roll-out/implementation plan for the creation or rehabilitation HSC&L assets, platforms and/or infrastructure developed by [Key Stakeholder] in collaboration with relevant stakeholders.
 21. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
 22. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
 23. **[Roll-out targets reached]**: Endorsed rehabilitation plan rolled-out and/or under implementation at all levels as per established targets.

Bundle 2.7 National/local HSC&L partnerships.

Desired capacities. *Strategic and operational partnerships that help operationalise national humanitarian supply chain and logistics preparedness have been formalized at national, sub-national and local levels and involve a wide range of state, civil society, private sector (e.g., logistics associations, supply chain and logistics service providers) and non-state actors pursuing shared logistics preparedness objectives. They have led to intentional action plans with clear roles and responsibilities for all partners and tangible, documented products and sustained changes in preparedness behaviours and/or practices.*

Entry-point 2.7.1 Support [Key stakeholder] in strengthening national and local HSC&L partnerships

Process milestones

1. **[Relevant stakeholders identified]**: [Key Stakeholder] has finalised a list of current and potential local partners to be approached for advocacy, discussions and engagement (formalised partnership)

2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in partnerships, procurement and contracting developed/revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
3. **[ICD materials approved]**: [ICD materials/package/mechanism] endorsed by relevant authorities.
4. **[ICD delivered]**: Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
5. **[CIDA strategy developed]**: CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on the evolving vision around local partnerships reaches interested parties, at all levels
6. **[CIDA materials procured/developed]**: Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
7. **[CIDA strategy implemented]**: Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
8. **[CIDA end-users reached as per targets]**: CIDA recipients reached as per established targets
9. **[Advocacy undertaken]**: Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of relevant issues, needs and plans to expand national partnerships
10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support a deeper stakeholder/partner mapping and partnerships outreach plan (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
11. **[Expertise contracted]**: External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
12. **[Preliminary review underway]**: Full landscape analysis /stakeholder or partner mapping spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Full landscape analysis /stakeholder or partner mapping spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, completed.
14. **[Relevant stakeholder consent to engage]**: Building on preliminary review findings stakeholders approached agree to engage in further revision and/or development discussions
15. **[Workplan developed]**: Programme of work to create/revise a local Partnership Action Plan finalised by [Key Stakeholder] in collaboration with relevant stakeholders.
16. **[Discussion events organised]**: Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary drafting of revised strategy, instrument, programme or system
17. **[Draft revision/proposal developed]**: Building on findings from the review, a draft Local Partnerships Action Plan prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: New/revised Local Partnerships Action Plan developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: New/revised Local Partnerships Action Plan developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]**: Roll-out/implementation plan for the new/revised Local Partnerships Action Plan developed by [Key Stakeholder] in collaboration with relevant stakeholders.
21. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
22. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
23. **[Roll-out targets reached]**: Endorsed Local Partnerships Action Plan rolled-out and/or under implementation at all levels as per established targets.

Bundle 4.1 Design of the HSC&L Preparedness Plan

Desired capacities. *The national humanitarian supply chain and logistics preparedness plan is grounded in and emerges from multi-stakeholder analyses and contingency planning exercises that clearly lay out human and financial resource management roles and responsibilities across a range of technical and logistical emergency response scenarios in anticipation of specific and contextually relevant hazards. Roles and responsibilities outlined include, but are not limited to: activating response services, leading and coordinating communication across key actors, managing external relations and aid appeals from*

other sources (including governmental, international and public funds) as well as incoming donations (solicited and unsolicited), communicating with the media and coordinating and liaising with other key actors. It is inclusive (leveraging logistics associations, civil society and private sector) and building on the above, has been developed in response to a clear mapping of needs and gaps across all logistics-dependent and service-providing entities, to reduce the cost of logistics and align multi-actor infrastructural development investments (whether development or rehabilitation). It addresses the critical issues of availability, accessibility, capacity and optimisation pertaining to air, water and road transport, storage and customs (particularly to reduce dwell time and ensure faster turn-around of goods) and important cross-cutting issues of coordination, emergency telecommunications, information management and stakeholder engagement and awareness-raising. It articulates a range of approaches to increase efficiency and economy of logistics service practices e.g., consolidation of cargo, use of intermodal solutions and leveraging smarter city distribution to optimize the use of urban infrastructure where possible. It addresses all of the above as relevant to international and regional logistics (cross-border) and in-country (national and decentralized) logistics, considering all locations and terrains –i.e., urban, rural and remote hard to reach areas. There is clear evidence of integration and/or complementarity of the national humanitarian supply chain and logistics preparedness plan in the design of other relevant programmes. The plan works to a clear timeline forecasting need for the next 15 to 20 years.

Entry-point 4.1.1 Support [Key stakeholder] in strengthening the design of the National HSC&L Preparedness Plan

Process milestones

1. **[Relevant stakeholders identified]:** [Key Stakeholder] has finalised a list of actors (i.e., ‘relevant stakeholders’) to be approached for advocacy, discussions and engagement on the topic of designing/refining a national HSC&L Preparedness Plan
2. **[ICD materials developed]:** [ICD materials/package/mechanism] to enhance stakeholder capacities in HSC&L preparedness developed/revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
3. **[ICD materials approved]:** [ICD materials/package/mechanism] endorsed by relevant authorities.
4. **[ICD delivered]:** Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
5. **[CIDA strategy developed]:** CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on the need for and plan to revise or strengthen the National HSC&L Preparedness Plan reaches interested parties, at all levels
6. **[CIDA materials procured/developed]:** Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
7. **[CIDA strategy implemented]:** Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
8. **[CIDA end-users reached as per targets]:** CIDA recipients reached as per established targets
9. **[Advocacy undertaken]:** Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of relevant issues, needs and plans to strengthen the National HSC&L Preparedness Plan
10. **[Expertise specifications developed]:** Technical specifications/Terms of Reference for external expertise or suppliers to support the review/development of the National HSC&L Preparedness Plan (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
11. **[Expertise contracted]:** External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
12. **[Preliminary review underway]:** Full review of the policy, programme or system under discussion spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]:** Full review of the current national HSC&L Preparedness Plan (and related strategies and policies) spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, completed.
14. **[Relevant stakeholder consent to engage]:** Building on preliminary review findings stakeholders approached agree to engage in further revision and/or development discussions
15. **[Workplan developed]:** Programme of work to create/revise the National HSC&L Preparedness Plan finalised by [Key Stakeholder] in collaboration with relevant stakeholders.
16. **[Discussion events organised]:** Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary drafting of revised strategy, instrument, programme or system

17. **[Draft revision/proposal developed]**: Building on findings from the review, a draft National HSC&L Preparedness Plan prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
 18. **[Draft revision/proposal submitted]**: Draft National HSC&L Preparedness Plan developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
 19. **[Revision/proposal endorsed]**: National HSC&L Preparedness Plan developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
 20. **[Roll-out plan developed]**: Roll-out/implementation plan for the new/revised National HSC&L Preparedness Plan developed by [Key Stakeholder] in collaboration with relevant stakeholders.
 21. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
 22. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
 23. **[Roll-out targets reached]**: Endorsed National HSC&L Preparedness Plan rolled-out and/or under implementation at all levels as per established targets.
1. **[Relevant stakeholders identified]**: [Key Stakeholder] has finalised a list of other actors (non-state) to be approached for advocacy, discussions and engagement in the design of the National HSC&L Preparedness Plan and other related efforts
 2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance other (non-state) stakeholder capacities in relevant HSC&L issues developed/revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
 3. **[ICD materials approved]**: [ICD materials/package/mechanism] endorsed by relevant authorities.
 4. **[ICD delivered]**: Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
 5. **[CIDA strategy developed]**: CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on plans to develop/revise the National HSC&L Preparedness Plan and other related efforts reaches interested parties, at all levels
 6. **[CIDA materials procured/developed]**: Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
 7. **[CIDA strategy implemented]**: Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
 8. **[CIDA end-users reached as per targets]**: CIDA recipients reached as per established targets
 9. **[Advocacy undertaken]**: Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) with other (non-state) actors to raise awareness of relevant issues, needs and plans to increase the involvement of other actors in the design of the National HSC&L Preparedness Plan and other related efforts
 10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support actor mobilisation, dialogue and engagement (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
 11. **[Expertise contracted]**: External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
 12. **[Preliminary review underway]**: Full review of current (past) levels of engagement and representation of other (non-state) actors in the design of the National HSC&L Preparedness Plan and other related efforts

Bundle 5.1 In HSC&L Preparedness Plan design

Desired capacities. All other actors (civil society, communities, private sector, etc.) are aware of national humanitarian supply chain and logistics preparedness initiatives and they actively engage and participate in their design and development as relevant to context. They identify with and take ownership of the logistics preparedness initiatives that relate to their locations and contexts, and spearhead advocacy efforts to raise public awareness of and support for them. Formalised and documented systems are in place and fully functional, to facilitate their participation and engagement in the discussions around and design of the national humanitarian supply chain and logistics preparedness plan (at central levels and/or at decentralised levels as may be relevant). Formal and transparent mechanisms for civil society and community monitoring and feedback at all levels are in place. Documented evidence of the regular usage of these mechanisms is available.

Entry-point 5.1.1 Support [Key stakeholder] in increasing engagement of other actors in the design of the National HSC&L Preparedness Plan

Process milestones

- spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Full review of current (past) levels of engagement and representation of other (non-state) actors in the design of the National HSC&L Preparedness Plan and other related efforts spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, completed.
 14. **[Relevant stakeholder consent to engage]**: Building on preliminary review findings stakeholders approached agree to engage in further revision and/or development discussions
 15. **[Workplan developed]**: Programme of work to create/revise approaches/strategies to increase the engagement of other (non-state) actors in the design of the National HSC&L Preparedness Plan and other related efforts finalised by [Key Stakeholder] in collaboration with relevant stakeholders.
 16. **[Discussion events organised]**: Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary drafting of revised strategy, instrument, programme or system
 17. **[Draft revision/proposal developed]**: Building on findings from the review, a draft proposal/revision to increase the engagement of other (non-state) actors in the design of the National HSC&L Preparedness Plan and other related efforts prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
 18. **[Draft revision/proposal submitted]**: Draft proposal/revision to increase the engagement of other (non-state) actors in the design of the National HSC&L Preparedness Plan and other related efforts developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
 19. **[Revision/proposal endorsed]**: Draft proposal/revision to increase the engagement of other (non-state) actors in the design of the National HSC&L Preparedness Plan and other related efforts developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
 20. **[Roll-out plan developed]**: Roll-out/implementation plan to engage other (non-state) actors in the design of the National HSC&L Preparedness Plan and other related efforts developed by [Key Stakeholder] in collaboration with relevant stakeholders.
 21. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
 22. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
 23. **[Roll-out targets reached]**: Endorsed proposal to engage other (non-state) actors in the design of the National HSC&L Preparedness Plan rolled-out and/or under implementation at all levels as per established targets.