

LOGISTICS CLUSTER

FIELD-BASED PREPAREDNESS PROJECT (FBPP)

Phase II: Communications, Policy and Resource Advocacy (CPRA)

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

What does it contain? A rationale and description of the scope, objectives and activities that can be considered under the CPRA workstream (Phase II) 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-ii-cpra>

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 II: Communications, Policy and Resource Advocacy**.

Phase II objectives and actions

Policy advocacy is the process of negotiating and mediating a dialogue through which influential networks, opinion leaders, and ultimately, decisionmakers take ownership of specific ideas, evidence, and proposals, and subsequently act upon them¹. It is a complex process that relies on relationship building and transparency, but also the availability of highly accurate and relevant information and effective communications strategies.

Once the Action Plan has been endorsed by all key players, it will still take time for stakeholder commitment to implement it to actually convert into

practical actions and changes in prevailing behaviours and practices.

This may be contingent upon many factors, but in all cases, progress will require adoption and integration of key considerations into the respective stakeholder policy and regulatory frameworks, and the allocation of financial resources to sustain the necessary implementation actions.

In order to mobilise financial resources and to catalyse policy level changes, the lead institution mandated with oversight for the HSC&L Preparedness agenda and the NPWG members will need to intentionally advocate within key decision-making circles for this to happen. This will require to communication, advocacy and information dissemination within wider decision-making circles comprising influential actors who may – or may not – have been actively engaged in the processes to date.

To advocate effectively, defining *effective* communications materials and strategies will be critical. Phase II of the FBPP therefore focusses on strengthening the capacities of the lead institution and active NPWG actors in *communications for the specific purpose of policy advocacy and resource advocacy* (CPRA) skills and strategies to achieve the following:

- CPRA Strategy outlining critical policy and advocacy intentions to support endorsement and institutionalisation of the National Action Plan
- HSC&L Preparedness CPRA strategy/ies outlining clear sectoral entry-points and engagement strategies are documented and endorsed
- Evidence-based value proposition (i.e., Value for Money) statement/s for HSC&L Preparedness are finalised and a resource mobilisation strategy is defined (generally or by sector as warranted by context)
- Costed implementation plans for Action Plan operationalisation are finalised across critical sectors

¹ *Making research evidence matter, A Guide to Policy Advocacy in Transition Countries*, Eóin Young & Lisa Quinn (2012), International Centre

- National and subnational budget lines for HSC&L preparedness are created and fully funded

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

- Comprehensive policy and regulatory landscape analyses of key (prioritised) sectors
- Identification of policy advocacy opportunities for sectoral alignment with the Action Plan
- Identification of sectoral champions to spearhead advocacy for the Action Plan within specific circles and at different levels
- Generation of evidence and articulation of sectoral value proposition statements for HSC&L preparedness to mobilise resources for Action Plan implementation
- Articulation of multi-year costed implementation plan/s to support Action Plan operationalisation across sectors

Phase II in the Theory of change

As illustrated in the documentation outlining the FBPP approach to ICS, the Theory of Change underpinning the project design describes a range of **pathways**, **capacity bundles** and **entry-points** for engagement with national HSC&L actors.

Phase II: CPRA undertakes key activities speaking to the following elements of the [FBPP ICS Framework Overview](#) and the [Theory of Change](#). Some entry-points initiated under *Phase I Analysis and Planning* have *Phase II communications and advocacy* process milestones in them, though their intent does not focus specifically on achieving policy and resource related objectives. Bundle 2.3 remains relevant to both Phase I and Phase II as it provides a specific entry-point that focusses specifically on strengthening the technical and

functional capacities underpinning effective communications and advocacy (as a discipline):

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]
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[II]	
EP 2.2.1. Support [Key stakeholder] in strengthening relevant HSC&L Preparedness coordination mechanisms	(soft) [II]
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	(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	(soft) [I]
EP 2.4.5. Support [Key stakeholder] in developing and rolling-out enhanced digital HSC&L IMS/MISs	(hard) [III]

Element	(Type) [Phase]	Element	(Type) [Phase]
CB 2.5: Evidence-based approach for HSC&L	[II, III]	CB 4.2: HSC&L Preparedness Plan implementation	[III]
EP 2.5.1. Support [Key stakeholder] in strengthening relevant HSC&L M&E practices and procedures	(soft) [III]	EP 4.2.1. Support [Key stakeholder] in strengthening operational implementation of the National HSC&L Preparedness Plan	(soft) [III]
EP 2.5.2. Support [Key stakeholder] with Training-of-Trainers in improved/revised M&E for HSC&L	(hard) [III]	CB 4.3: Stakeholder HSC&L implementation capacity	[III]
EP 2.5.3. Support [Key stakeholder] in ensuring evidence informs the HSC&L preparedness solutions	(soft) [II]	EP 4.3.1. Support [Key stakeholder] to institutionalise capacity strengthening in critical HSC&L skills and knowledge	(soft) [III]
CB 2.6: HSC&L assets, platforms and infrastructure	[I, III]	EP 4.3.2. Support [Key stakeholder] with Training-of-Trainers in improved/revised HSC&L operational implementation	(hard) [III]
EP 2.6.1. Support [Key stakeholder] in designing and developing HSC&L assets, platforms and/or infrastructure	(soft) [I]	EP 4.3.3. Support [Key stakeholder] with operational implementation of the National HSC&L Preparedness Plan	(hard) [III]
EP 2.6.2. Support [Key stakeholder] in utilizing, maintaining and managing HSC&L assets, platforms and/or infrastructure	(hard) [III]	CB 4.4: Accountability and Grievance management	[III]
CB 2.7: National/local HSC&L partnerships.	[I]	EP 4.4.1. Support [Key stakeholder] in establishing formal and systematic mechanisms to ensure sectoral responses that leverage the HSC&L system feed-back timely information on delivery effectiveness	(soft) [III]
EP 2.7.1. Support [Key stakeholder] in strengthening national and local HSC&L partnerships	(soft) [I]	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]
P3: Strategic planning and financing for HSC&L	[II]	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]
CB 3.1: Value proposition of HSC&L	[II]	P5: Engagement of other actors in HSC&L	[I, III]
EP 3.1.1. Support [Key stakeholder] in articulating relevant evidence-based HSC&L preparedness value proposition statements	(soft) [II]	CB 5.1: In HSC&L Preparedness Plan design	[I]
CB 3.2: Strategic planning for HSC&L	[II]	EP 5.1.1. Support [Key stakeholder] in increasing engagement of other actors in the design of the National HSC&L Preparedness Plan	(soft) [II]
EP 3.2.1. Support [Key stakeholder] in articulating strategic roadmaps and/or costed action plans for HSC&L preparedness	(soft) [II]	CB 5.2: In HSC&L Preparedness Plan implementation	[III]
CB 3.3: Sustainable financing for HSC&L	[II]	EP 5.2.1. Support [Key stakeholder] in increasing engagement of other actors in National HSC&L Preparedness Plan implementation	(soft) [III]
EP 3.3.1. Support [Key stakeholder] in advocating for required financing mechanisms and models for HSC&L preparedness	(soft) [II]	EP 5.2.2. Support [Key stakeholder] in increasing engagement of other actors in HSC&L Preparedness M&E	(soft) [III]
CB 3.4: Financial management systems.	[II]	CB 5.3: Research, development and innovation in HSC&L	[III]
EP 3.4.1. Support [Key stakeholder] in designing and developing digital financial IMS/MIS ² for HSC&L preparedness	(soft) [II]	EP 5.3.1. Support [Key stakeholder] in establishing a relevant HSC&L research, development and innovation agenda	(soft) [III]
EP 3.4.2. Support [Key stakeholder] in rolling-out relevant digital financial IMS/MIS for HSC&L preparedness	(hard) [II]	CB 5.4: Sustainable human capital in HSC&L	[III]
P4: The National HSC&L Preparedness plan	[I, 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]
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]		

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

Element	(Type) [Phase]
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]	

Phase II Specific entry-points (activities)

In addition to supporting the Phase I entry-points once they have progressed sufficiently to warrant dedicated communications efforts within the circles of active actors and immediate decision-makers, and building on the above alignment of Phase II with the FBPP Theory of Change and ICS framework, the following sections provide the detailed capacity bundle description, entry-points³ (or activities) potentially relevant to Phase II, and related process milestones that can be considered, focussing specifically on policy and resource advocacy, as warranted by context.

The capacity bundle descriptions describe what the related entry-points want to take into consideration during their rollout and to aim for in the long run.

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.

As is the case between Phase I and Phase II, it should be noted that Phase II also overlaps in practical terms with the support foreseen under **Phase III Support to implementation**, given that Communications and

Advocacy needs persist through the life cycle of any systemic change effort as dynamic areas of engagement.

Bundle 1.1 HSC&L Sectoral instruments

Desired capacities⁴. A relevant national emergency preparedness and response policy/regulatory instrument that clearly outlines essential supply chain and logistics preparedness considerations and objectives exists and has been endorsed by competent authorities. It addresses issues of relevance to infrastructure and policy, and all links in the logistics chain: road, rail, maritime transport, and aviation, logistics centres, customs, etc. It outlines and integrates institutional accountabilities and clarifies sectorial responsibilities (particularly in relation to specific processes and procedures) to facilitate coordination action across relevant ministries, such as transport, industry, trade regulation agencies, but also relevant social sector ministries that will channel emergency distribution etc.; it also explicitly factors in the private sector. It clearly outlines obligations and accountabilities for optimising the performance and efficiency of national humanitarian supply chain and logistics preparedness through digitalization⁵, identifies elements of environmental best practice that are relevant to context (where feasible, reflects commitments to environmental standards such as ISO 140001) and clearly outlines obligations and accountabilities for research, development and innovation in the field of logistics preparedness, effective grievance management in relation to claims around delivery of emergency response services that directly relate to or depend on effective logistics preparedness, and obligations and accountabilities for M&E of national preparedness actions. It is embedded in relevant strategic documents and/or workplans (e.g., national development plans and strategies) and is fully supported by relevant sectoral rules and regulations. Recent, relevant and comprehensive data on national humanitarian supply chain and logistics preparedness was intentionally used to inform the integration of national humanitarian supply chain and logistics preparedness components in the instrument and plans for evidence-based revision of said integration are established,

³ This document lists only those entry-points that may be most relevant to **Phase II**. For a comprehensive list of potential entry-points across *all* project phases, please see the [FBPP ICS Entry-Point and Milestone Compendium](#) document.

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 **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*.

in force and supported by rules and regulations. It has clear objectives that explicitly address (or will contribute to addressing) the practical emergency needs of all segments of the population, including the most vulnerable

Entry-point 1.1.1 Support [Key stakeholder]⁶ in developing and promoting evidence-based national preparedness policies, legislation and other relevant regulatory instruments

Process milestones⁷

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 developing or revising relevant national emergency/preparedness regulatory frameworks to better reflect HSC&L objectives and targets.
2. **[ICD materials developed]:** [ICD materials/package/mechanism] to enhance stakeholder capacities in HSC&L policy design/analysis/revision developed/revised under guidance/leadership of [Key Stakeholder] and 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 the HSC&L policy design/revision process reaches interested parties, including relevant stakeholders, 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 HSC&L-related issues, needs and plans to develop or review relevant national emergency/preparedness regulatory frameworks to better reflect HSC&L objectives and targets
10. **[Expertise specifications developed]:** Technical specifications/Terms of Reference for external expertise or suppliers to support the HSC&L policy 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 review of the HSC&L policy or other relevant instrument under discussion spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway
13. **[Preliminary review completed]:** Full review of the HSC&L policy or other relevant instrument under discussion spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, completed
14. **[Relevant stakeholder consent to engage]:** Building on preliminary review findings relevant stakeholders agree to engage in further revision and/or development discussions
15. **[Workplan developed]:** Programme of work to create/revise policy, programme or system finalised by [Key Stakeholder] in collaboration with relevant stakeholders
16. **[Discussion events organised]:** Discussions or events organised/chaired by [Key Stakeholder] with relevant stakeholders identified to discuss preliminary development or review of relevant national emergency/preparedness regulatory frameworks to better reflect HSC&L objectives and targets

⁶ ‘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.

⁷ 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*.

17. **[Draft revision/proposal developed]**: Building on findings from the review, a draft proposal/revision of relevant national emergency/preparedness regulatory frameworks to better reflect HSC&L objectives and targets prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders
18. **[Draft revision/proposal submitted]**: New/ revised HSC&L policy or other instrument developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: New/ revised HSC&L policy or other instrument 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 HSC&L policy or other instrument 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 HSC&L policy or other instrument rolled-out and/or under implementation at all levels as per established targets.

Bundle 1.2 Multi-sectoral integration of HSC&L

Desired capacities. *Relevant sector-specific policies (e.g., transport, industry, trade regulation agencies, etc. and social service sector as warranted) are revisited to integrate the same objectives and considerations as relevant and to identify explicit opportunities for complementarity and support to emergency response and supply chain and logistics preparedness. They clearly define institutional accountabilities and sectorial responsibilities related to establishing and operationalising said complementarities and clearly define related sectoral benefits*

Entry-point 1.2.1 Support [Key stakeholder] in achieving relevant integration of HSC&L preparedness objective, roles and responsibilities in other sector-specific instruments

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 integrating key HSC&L objectives and targets into relevant sector-specific policies and regulatory frameworks.
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in relevant policy review and analysis 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 value of integrating HSC&L objectives and targets into relevant sector-specific policies and frameworks 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 relating to the integration of HSC&L objectives and targets into sector-specific policies and programmes
10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the review/development process of sector-specific policies and frameworks (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 relevant sector-specific policies and frameworks spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Full review of the relevant sector-specific policies and frameworks

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 relevant sector-specific policies and frameworks 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 relevant sector-specific policies and frameworks prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: New/revise sector-specific policies and frameworks developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: New/revise sector-specific policies and frameworks 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 sector-specific policy or framework 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 sector-specific policy or framework rolled-out and/or under implementation at all levels as per established targets.

Bundle 1.3 International and regional HSC&L partnerships

Desired capacities. Stakeholders spearhead South-South Cooperation engagements and/or are recognised as leaders in developments and achievements in national (and regional) supply chain and logistics preparedness. There is

frequent and continuous engagement in – or partnership with – relevant international and/or regional players and fora, as a result of which intentional and documented actions to enhance national (or regional, where applicable) supply chain and logistics behaviours and/or practices have emerged.

Entry-point 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

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 expanding international and regional engagement, South-South Cooperation and knowledge sharing.
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities or knowledge of key international and regional fora, platforms, events and opportunities for engagement 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 about the value of - and opportunities for - increasing international and regional engagement and South-South Cooperation 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 for

increasing international and regional relations and South-South Cooperation, and to identify concrete appetite and opportunities

10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise to support or broker networks and connections and the partnership-building 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 landscape analysis of the current state of international and regional engagements relevant to HSC&L, by sector, status and active contacts spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Full landscape analysis 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 new- and strengthen existing - international, regional and other South-South Cooperation relationships/partnerships for HSC&L 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 landscape analysis, a draft Partnership Action Plan prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: The Partnership Action Plan developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: The Partnership 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 Partnership 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 Partnership Action Plan rolled-out and/or under implementation at all levels as per established targets.

Bundle 2.1 HSC&L institutional mandate and recognition.

Desired capacities. *The institution mandated to lead on implementing the national humanitarian supply chain and logistics preparedness agenda is recognised by all key players, has widespread convening power and can spearhead dialogue and action related to the supply chain and logistics preparedness agenda. Its accountability framework includes regular monitoring, progress reporting and auditing against relevant objectives. It identifies blockages and obstacles to relevant progress on a recurring basis and regularly mitigates them in a timely manner. It determines, and has complete control over, the core resources allocated to support national humanitarian supply chain and logistics preparedness.*

Entry-point 2.1.1 Support [Key stakeholder] in strengthening institutional mandate and recognition

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 mandate and recognition of the lead agency mandated to oversee the HSC&L agenda in country.
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in relevant 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 initiatives to strengthen, refine and socialise the mandate of the lead HSC&L agency in country 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]**: inbuilding 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 in relation to strengthening, refining and socialising the mandate of the lead HSC&L agency in country
10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the institutional positioning 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]**: Landscape analysis of key stakeholder perceptions of the mandate and role of the lead HSC&L institution spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Landscape analysis of stakeholder perceptions 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 for elaborating (defining) and socialising the strengthened mandate and role of the lead HSC&L institution across all 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 landscape analysis, a draft proposal/plan of action to revitalise and socialise the mandate and role of the lead HSC&L institution across all relevant stakeholders prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: Draft action plan developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: Draft 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 Action Plan to revitalise and socialise the mandate and role of the lead HSC&L institution 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 Action Plan 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/ 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 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/ revised information dissemination processes, procedures and platforms developed under guidance/ leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/ proposal endorsed]:** New/ revised 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/ revised 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.

Entry-point 2.3.2 Support [Key stakeholder] in strengthening internal capabilities in Communications and Advocacy

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 strengthening internal capabilities in Communications and Advocacy (as disciplines).
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in Communications and Advocacy 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 about ongoing efforts and plans to strengthen internal capacities in Communications and Advocacy 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 the needs and plans to invest in strengthening internal capabilities in Communications and Advocacy
10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support internal capability development in Communications and Advocacy (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]**: Internal learning needs analysis (LNA) in relation to Communications and Advocacy needs spearheaded by [Key Stakeholder] in collaboration with other key actors (likely HR function), designed and underway
13. **[Preliminary review completed]**: Internal learning needs analysis (LNA) 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 elaborate a long-term, institutionalised internal capability development (ICD) plan for Communications and Advocacy 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 LNA, a draft ICD Action Plan for Communications and Advocacy prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: ICD Action Plan for Communications and Advocacy developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: ICD Action Plan for Communications and Advocacy developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority

20. **[Roll-out plan developed]**: Roll-out/implementation plan for the ICD Action Plan for Communications and Advocacy 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 ICD Action Plan for Communications and Advocacy rolled-out and/or under implementation at all levels as per established targets.

Bundle 2.5 Evidence-based approach for HSC&L

Desired capacities. *A comprehensive situation analysis (and/or baseline) that identifies issues of relevance to national humanitarian supply chain and logistics preparedness, including – but not limited to – a comprehensive assessment of logistics infrastructure coverage and capacity across the national territory, roles and responsibilities, locations, assets and capacities of critical logistics preparedness actors, is available and endorsed. It allows for multiple levels of relevant information disaggregation and analysis by geographic area, among other things, and is regularly updated. It was used to inform the design of the national humanitarian supply chain and logistics preparedness plan and the development of a comprehensive and clearly documented national humanitarian supply chain and logistics preparedness M&E strategy and calendar that have been endorsed and widely disseminated to all interested stakeholders at all levels. A functional monitoring system that includes relevant and adequate indicators for logistics preparedness in relation to a wide range of nationally relevant contexts and needs exists and is integrated (digitally, where relevant) into other national monitoring or information management systems (e.g. EMIS, HMIS, LMIS, etc.) as relevant. The monitoring system for national humanitarian supply chain and logistics preparedness itself is fully digitized and M&E stakeholders at all levels have the knowledge, guidance, procedures and equipment required to digitise M&E data collection exercises. It allows for reliable and timely data collection, aggregation, and multiple levels of disaggregated analysis, and ensures digital monitoring information is available and accessible to all stakeholders at national and sub-national levels. The M&E systems supports systematic performance assessment and learning to inform the update of the national humanitarian supply chain and logistics preparedness regulatory frameworks and strategy design.*

Platforms and mechanisms necessary to facilitate regular and proactive sharing of updated monitoring information with stakeholders at all levels are in place, functional and appropriately used by stakeholders; these platforms and mechanisms have also been systematically digitised. Baseline information is available digitally for the outcome indicators selected to monitor national humanitarian supply chain and logistics preparedness plan implementation and evaluations occur periodically, accordingly to a pre-defined and well-documented schedule. There is an entity of- ficially mandated with carrying out these evaluations.

Entry-point 2.5.3 Support [Key stakeholder] in ensuring evidence informs the HSC&L preparedness solutions

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 strengthening an evidence-based approach
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in operationalising effective evidence-based approaches 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 strengthen an evidence-based approach 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 an evidence-based approach

10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the planning and implementation of mechanisms to strengthen an evidence-based approach (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 practices in evidence-based policy and programme decision-making and management spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Full review of current practices 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 stronger mechanisms to support evidence-based policy and programme decision-making and practices 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 current practices prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: New/revise recommendations for strengthening evidence-based policy and programme decision-making and practices developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: New/revise recommendations for strengthening evidence-based policy and programme decision-making and practices 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 recommendations for strengthening evidence-based policy and programme decision-making and practices 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 recommendations for strengthening evidence-based policy and programme decision-making and practices rolled-out and/or under implementation at all levels as per established targets.

Bundle 3.1 Value proposition of HSC&L

Desired capacities. Support for ensuring effective national humanitarian supply chain and logistics preparedness is put in place is widespread and multi-sectoral and benefits from clear political leadership, will and commitment to see the national humanitarian supply chain and logistics preparedness plan properly implemented. There is a solid understanding of the value proposition of investing in logistic preparedness across the national territory, at all levels; central support for the national humanitarian supply chain and logistics preparedness agenda is clearly and explicitly communicated downstream to decentralised structures and local government. There is a widely and clearly articulated evidence-based analysis of context, needs and return-on-investment in relation to national humanitarian supply chain and logistics preparedness.

Entry-point 3.1.1 Support [Key stakeholder] in articulating relevant evidence-based HSC&L preparedness value proposition statements

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 HSC&L value proposition / return on investment
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in return on investment analysis and/or articulating value proposition for resource mobilisation purposes 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 generate evidence and articulate a clear value proposition for HSC&L 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 generate evidence and articulate a clear value proposition for HSC&L
10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the 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 evidence-generation analysis/study/research exercise spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Full evidence-generation analysis/study/research exercise 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 articulate evidence-based HSC&L value proposition statement 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 the evidence generated, a draft value proposition / return on investment statement for HSC&L preparedness prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: Draft value proposition / return on investment statement for HSC&L preparedness developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: Draft value proposition / return on investment statement for HSC&L preparedness developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]**: NA
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 3.2 Strategic planning for HSC&L

Desired capacities. A Costed Implementation Plan (CIP) to guide implementation of the national humanitarian supply chain and logistics preparedness plan exists and reflects considerations for effectiveness, efficiency and economy of implementation at central, sub-national and local levels. It is informed by decentralised, local government budgets and needs and local governments have been adequately consulted and engaged in the process of refining the CIP. In this regard, all implementers (at all levels) have the capacity to plan and budget accurately. Resources required to support asset, platform and infrastructural expansion and/or rehabilitation – as needed at all levels – are accurately reflected and quantified. Resources required to sustain and implement research, development and innovation in logistics preparedness, effective M&E, grievance management and emerging digitisation and digitalisation strategies for national humanitarian supply

chain and logistics preparedness at all levels, are also clearly reflected and quantified. The CIP addresses the support needs of the institution/s mandated with and accountable for logistics preparedness implementation and outlines modalities for operationalising this support at national, sub-national and local levels. It includes plans related to acquiring, developing and retaining institutional resources (financial, human and material) and outlines implementation timelines, milestones and responsibilities. Where relevant, other sector-specific costed plans clearly identify financial implications of their integration and/or contribution to the national humanitarian supply chain and logistics preparedness agenda.

Entry-point 3.2.1 Support [Key stakeholder] in articulating strategic roadmaps and/or costed action plans for 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 to articulate strategic and/or costed implementation plans for the National HSC&L Action Plan
2. **[ICD materials developed]:** [ICD materials/package/mechanism] to enhance stakeholder capacities in budgeting and strategic planning 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 strategic/costed implementation plan development 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 articulate strategic and/or costed implementation plans for the National HSC&L Action Plan
10. **[Expertise specifications developed]:** Technical specifications/Terms of Reference for external expertise or suppliers to support the review/development of costed implementation plans (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 National HSC&L Action Plan implementation costs and needs at all levels spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]:** Full review of National HSC&L Action Plan implementation costs and needs at all levels 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 costed implementation plan for the National HSC&L 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 costed implementation plan for the National HSC&L Action Plan prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]:** Draft costed implementation plan for the National HSC&L Action Plan developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]:** The costed implementation plan for the National HSC&L Action Plan

developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority

20. **[Roll-out plan developed]:** NA
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 CIP for the National HSC&L Action Plan rolled-out and/or under implementation at all levels as per established targets.

Bundle 3.3 Sustainable financing for HSC&L

Desired capacities. *A Costed Implementation Plan for national humanitarian supply chain and logistics preparedness is fully funded through national budget allocations to central and decentralised authorities (in line with decentralised CIPs), across relevant sectors as relevant and/or is supported by formal and documented contributions by other partners and/or non-state actors. The national and decentralised CIPs can avail of various complementary financing mechanisms or models, but in all cases, their resource bases are well documented, stable and reliable. A wide network of national and sub-national partners supply – or contribute – required human, financial and other resources.*

Entry-point 3.3.1 Support [Key stakeholder] in advocating for required financing mechanisms and models for 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 in relation to resource mobilisation to support implementation of the National HSC&L Action Plan.
2. **[ICD materials developed]:** [ICD materials/package/mechanism] to enhance stakeholder capacities in resource mobilisation and sustainable financing models 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 work-plan developed by [Key Stakeholder] to ensure information on plans to strengthen sustainable financing for the National HSC&L Action 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 the need to identify and secure sustainable financing to support implementation of the HSC&L Action Plan
10. **[Expertise specifications developed]:** Technical specifications/Terms of Reference for external expertise or suppliers to support the development of a resource mobilisation 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 donor and resource landscape mapping spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]:** Full review of the policy, programme or system under discussion 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 policy, programme or system 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 donor and resource mapping, a draft resource mobilisation strategy prepared/spear-headed by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: Draft resource mobilisation strategy developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: Draft resource mobilisation strategy developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]**: Roll-out/implementation plan for the draft resource mobilisation strategy 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 resource mobilisation strategy rolled-out and/or under implementation at all levels as per established targets.

Bundle 3.4 Financial management systems.

Desired capacities. *All necessary funds are disbursed to national, sub-national and local levels for national humanitarian supply chain and logistics preparedness implementation in a timely, effective and accountable/transparent manner. Sub-national and local level authorities and implementers are aware of central budget allocations in a timely and predictable manner and are able to plan accordingly. Systems allow users to record real-time expenditures and generate accurate disbursement and expenditure reports in relation to fulfilling logistics preparedness efforts and actions at all levels, as relevant. These can be aggregated at sub-national and national levels and allow for multiple levels of information disaggregation.*

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 **digitisation** of information; a **Management Information System (MIS)** governs the information and data-driven processes that support

Users at all levels have the capacity to carry out accurate analysis of budgets versus actuals and do so regularly.

Entry-point 3.4.1 Support [Key stakeholder] in designing and developing digital financial IMS/MISs⁸ for 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 strengthening the financial IMS.
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in effective financial IMS/MISs and practices 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 around the need and plans to strengthen effective financial IMS/MISs and practices 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 effective financial IMS/MISs and practices

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 5 (page 8) defines *digitisation* and *digitalisation*.

10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support a review of current financial management systems and practices (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 current financial IMS/MISs and practices spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Full review of the current financial IMS/MISs and practices 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 current financial IMS/MISs and practices 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 to enhance current financial IMS/MISs and practices prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: Draft proposal to enhance current financial IMS/MISs and practices developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: Draft proposal to enhance current financial IMS/MISs and practices developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]**: Roll-out/implementation plan for the proposal to enhance current financial IMS/MISs and practices 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 rolled-out and/or under implementation at all levels as per established targets.

Entry-point 3.4.2 Support [Key stakeholder] in rolling-out relevant digital financial IMS/IMSs for 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 in relation to rolling-out enhanced digital financial IMS/MISs for HSC&L preparedness
2. **[CIDA strategy developed]**: CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on plans to roll-out enhanced digital financial IMS/MISs for HSC&L preparedness reaches interested parties, at all levels
3. **[CIDA materials procured/developed]**: Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
4. **[CIDA strategy implemented]**: Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
5. **[CIDA end-users reached as per targets]**: CIDA recipients reached as per established targets
6. **[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 roll-out enhanced digital financial IMS/MISs for HSC&L preparedness
7. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the roll-out of an enhanced financial IMS/MISs for HSC&L preparedness (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
8. **[Expertise contracted]**: External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.

9. **[Roll-out plan developed]**: Roll-out/implementation plan/strategy for the roll-out of an enhanced digital financial IMS/MIS for HSC&L preparedness developed/revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
10. **[Roll-out plan integrated across the board]**: Roadmap and/or costed action plan for the roll-out of an enhanced digital financial IMS/MIS for HSC&L preparedness reflected in the annual work plans of all relevant stakeholders
11. **[Materials and equipment procured]**: Materials, equipment and infrastructure required to roll-out an enhanced digital financial IMS/MIS for HSC&L preparedness procured under the guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders
12. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in financial management of HSC&L efforts developed/revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
13. **[ICD materials approved]**: [ICD materials/package/mechanism] endorsed by relevant authorities.
14. **[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
15. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
16. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
17. **[Materials and equipment distributed]**: Materials, equipment and infrastructure procured to support the roll-out of an enhanced digital financial IMS/MIS for HSC&L preparedness handed over to accountable stakeholders, at all levels, by [Key Stakeholder]
18. **[Roll-out targets reached]**: Revised specifications and operating procedures for implementing the enhanced digital financial IMS/MIS for HSC&L preparedness put into practice at all levels (fully implemented or under implementation) as per established targets