

# LOGISTICS CLUSTER

## FIELD-BASED PREPAREDNESS PROJECT (FBPP)

### Phase III: Support to implementation

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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 when supporting the lead disaster-management agency’s oversight and coordination of the National Action Plan (Phase III) 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-iii-support-implementation>

## 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 III: Support to Implementation**.

## Phase III objectives and actions

Once the Action Plan has been endorsed by all key players, resources for its implementation mobilised and allocated (at least in part) and the policy advocacy efforts supported by Phase II CPRA have begun to bear fruits and to convert into active engagement and policy revision, time and Project resources permitting, the FBPP Officer can shift its focus to supporting the lead institution and the NWG oversee, coordinate and monitor ongoing Action Plan implementation and progress.

Phase III will therefore focus on strengthening oversight, coordination and general project management capacities of the lead institution and active NWG actors to achieve the following over time:

- A National logistics preparedness strategy (or Action Plan) and plan submitted and endorsed.

- Endorsed sectoral policy revisions reflect HSC&L Prep inclusion and accountability
- Effective & sustainable data preparedness.
- Strengthened evidence-based and aligned stakeholder advocacy efforts.
- National Action Plan milestones achieved
- Effective, timely and coherent HSC&L preparedness behaviours and practices enacted across actors as and when needed

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), carried out in collaboration with the lead disaster-management body. Many of these activities, upon their completion (which may fall well after FBPP time in country has passed) represent the practical outcomes of the policy and advocacy resources efforts spearheaded under Phase II:

- Supporting the development and/or revision of relevant regulatory instruments to anchor the HSC&L agenda and the National Action Plan.
- Supporting the development and/or revision of key sectoral policies and strategies to integrate HSC&L preparedness plans and regulations.
- Strengthening data preparedness and other institutional accountability and effectiveness mechanisms as warranted by context and gaps assessment findings.
- Strengthening actor operational implementation capacities across a range of areas through targeted capability development efforts.

## Phase III 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 III: Support to implementation** undertakes key activities speak to the following elements of the [FBPP ICS Framework Overview](#) and the [Theory of Change](#):

Element	(Type) [Phase]
<b>P1: The HSC&amp;L policy and regulatory environment</b>	[II]
<b>CB 1.1: HSC&amp;L Sectoral instruments</b>	[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]	
<b>CB 1.2: Multi-sectoral integration of HSC&amp;L</b>	[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]	
<b>CB 1.3: International and regional HSC&amp;L partnerships</b>	[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]	
<b>P2: HSC&amp;L Institutional effectiveness &amp; accountability</b> [I, II, III]	
<b>CB 2.1: HSC&amp;L institutional mandate and recognition.</b>	[II]
EP 2.1.1. Support [Key stakeholder] in strengthening institutional mandate and recognition (soft) [II]	
<b>CB 2.2: HSC&amp;L coordination mechanisms and accountability</b> [I]	
EP 2.2.1. Support [Key stakeholder] in strengthening relevant HSC&L Preparedness coordination mechanisms (soft) [I]	
<b>CB 2.3: HSC&amp;L information dissemination mechanisms</b> [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]	
<b>CB 2.4: HSC&amp;L process optimisation</b> [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]	

Element	(Type) [Phase]
EP 2.4.5. Support [Key stakeholder] in developing and rolling-out enhanced digital HSC&L IMS/MISs <sup>1</sup> (hard) [III]	
<b>CB 2.5: Evidence-based approach for HSC&amp;L</b> [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]	
<b>CB 2.6: HSC&amp;L assets, platforms and infrastructure</b> [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]	
<b>CB 2.7: National/local HSC&amp;L partnerships.</b>	[I]
EP 2.7.1. Support [Key stakeholder] in strengthening national and local HSC&L partnerships (soft) [I]	
<b>P3: Strategic planning and financing for HSC&amp;L</b> [II]	
<b>CB 3.1: Value proposition of HSC&amp;L</b> [II]	
EP 3.1.1. Support [Key stakeholder] in articulating relevant evidence-based HSC&L preparedness value proposition statements (soft) [II]	
<b>CB 3.2: Strategic planning for HSC&amp;L</b> [II]	
EP 3.2.1. Support [Key stakeholder] in articulating strategic roadmaps and/or costed action plans for HSC&L preparedness (soft) [II]	
<b>CB 3.3: Sustainable financing for HSC&amp;L</b> [II]	
EP 3.3.1. Support [Key stakeholder] in advocating for required financing mechanisms and models for HSC&L preparedness (soft) [II]	
<b>CB 3.4: Financial management systems.</b> [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]	
<b>P4: The National HSC&amp;L Preparedness plan</b> [I, III]	
<b>CB 4.1: Design of the HSC&amp;L Preparedness Plan</b> [I]	
EP 4.1.1. Support [Key stakeholder] in strengthening the design of the National HSC&L Preparedness Plan (soft) [I]	

<sup>1</sup> See footnote 7 (page 7) for an explanation of IMS/MIS.

Element	(Type) [Phase]
<b>CB 4.2: HSC&amp;L Preparedness Plan implementation</b>	[III]
EP 4.2.1. Support [Key stakeholder] in strengthening operational implementation of the National HSC&L Preparedness Plan	(soft) [III]
<b>CB 4.3: Stakeholder HSC&amp;L implementation capacity</b>	[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]
<b>CB 4.4: Accountability and Grievance management</b>	[III]
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 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]
<b>P5: Engagement of other actors in HSC&amp;L</b>	[I, III]
<b>CB 5.1: In HSC&amp;L Preparedness Plan design</b>	[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]
<b>CB 5.2: In HSC&amp;L Preparedness Plan implementation</b>	[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]
<b>CB 5.3: Research, development and innovation in HSC&amp;L</b>	[III]
EP 5.3.1. Support [Key stakeholder] in establishing a relevant HSC&L research, development and innovation agenda	(soft) [III]

Element	(Type) [Phase]
<b>CB 5.4: Sustainable human capital in HSC&amp;L</b>	[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]

### Phase III Specific entry-points (activities)

As for the other phases, the following sections list the key capacity bundles and entry points<sup>2</sup> that Phase III will focus on, noting that many of the entry-point initiated under Phase II CPRA will now move to fruition under Phase III.

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 –i.e., to guide FBPP Officers in enabling project counterparts instead of carrying out tasks themselves.

### Bundle 2.4 HSC&L process optimisation

**Desired capacities<sup>3</sup>.** *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*

<sup>2</sup> This document lists only those entry-points that may be most relevant to **Phase III**. For a comprehensive list of potential entry-points across *all* project phases, please see the [FBPP ICS Entry-Point and Milestone Compendium](#) document.

<sup>3</sup> 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.

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<sup>4</sup> 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 2.4.2** Support [Key stakeholder]<sup>5</sup> in designing and developing more efficient, effective and economic HSC&L business process models and operations

#### Process milestones<sup>6</sup>

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 HSC&L business process optimisation

2. **[ICD materials developed]:** [ICD materials/package/mechanism] to enhance stakeholder capacities in HSC&L business 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 HSC&L business process optimisation 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 HSC&L business process optimisation
10. **[Expertise specifications developed]:** Technical specifications/Terms of Reference for external expertise or suppliers to support the HSC&L business process optimisation process (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders

<sup>4</sup> **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*.

<sup>5</sup> ‘[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.

<sup>6</sup> 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*.



11. **[Expertise contracted]**: External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
12. **[Preliminary review underway]**: Full review of specific HSC&L business process targeted for optimisation spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Full review of specific HSC&L business process targeted for optimisation 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 review and optimised specific HSC&L business process 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 targeted HSC&L business process analysis, a draft proposal/revision of the business process in question prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: New/revised HSC&L process optimisation recommendations developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: New/revised HSC&L process optimisation recommendations 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 and optimised HSC&L process 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 optimised HSC&L process rolled-out and/or under implementation at all levels as per established targets.

### Entry-point 2.4.3 Support [Key stakeholder] in rolling out optimised HSC&L business models and operational processes

#### 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 support the roll out and implementation of optimised HSC&L business and operational processes
2. **[CIDA strategy developed]**: CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on the roll out and implementation of optimised HSC&L business and operational processes reaches interested parties, including relevant stakeholders, at all levels
3. **[CIDA materials procured/developed]**: Communications materials required to support CIDA strategy developed and 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 and implement the optimised HSC&L business and operational processes
7. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the roll out and implementation of optimised HSC&L business and operational processes (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 developed/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 to support roll-

out/implementation of optimisation strategy reflected in the annual work plans of relevant stakeholders

11. **[Materials and equipment procured]**: Materials, equipment and infrastructure required for roll-out and implementation of new/revised optimisation strategy 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 required to support implementation of the optimised HSC&L business and operational processes 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 and implementation of new/revised optimisation strategy handed over to accountable stakeholders, at all levels, by [Key Stakeholder]
18. **[Roll-out targets reached]**: Revised specifications and operating procedures for implementing optimisation put into practice at all levels (fully implemented or under implementation) as per established targets

**Entry-point 2.4.5** Support [Key stakeholder] in developing and rolling-out enhanced digital HSC&L IMS/MISs<sup>7</sup>.

#### 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 developing and rolling-out enhanced digital HSC&L IMS/MISs

2. **[CIDA strategy developed]**: CIDA strategy and work-plan developed by [Key Stakeholder] to ensure information on plans to develop and roll-out an enhanced digital HSC&L IMS/MIS 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 develop and roll-out an enhanced digital HSC&L IMS/MIS
7. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the development and roll-out process of the enhanced HSC&L IMS/MIS (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 enhanced HSC&L IMS/MIS 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 to support roll-out/implementation of the enhanced HSC&L IMS/MIS reflected in the annual work plans of all relevant stakeholders
11. **[Materials and equipment procured]**: Materials, equipment and infrastructure required for roll-out and implementation of the enhanced HSC&L IMS/MIS

<sup>7</sup> **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

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

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 using enhanced HSC&L IMS/MIS 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 and implementation of the enhanced HSC&L IMS/MIS handed over to accountable stakeholders, at all levels, by [Key Stakeholder]
18. **[Roll-out targets reached]:** Revised specifications and operating procedures for utilising the enhanced HSC&L IMS/MIS put into practice at all levels (fully implemented) 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 2.5.1 Support [Key stakeholder] in strengthening relevant HSC&L M&E practices and procedures

#### 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 M&E practices
2. **[ICD materials developed]:** [ICD materials/package/mechanism] to enhance stakeholder capacities in M&E planning and coordination 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 M&E revision 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 revise current M&E practices
  10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the review/development of M&E 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 M&E practices spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
  13. **[Preliminary review completed]**: Full review of the current M&E 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 current M&E 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 M&E review, a draft proposal for revised M&E practices prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
  18. **[Draft revision/proposal submitted]**: New/revise M&E practices developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
  19. **[Revision/proposal endorsed]**: New/revise M&E 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 M&E 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 M&E practices rolled-out and/or under implementation at all levels as per established targets.

#### Entry-point 2.5.2 Support [Key stakeholder] with Training-of-Trainers in improved/revise M&E for HSC&L

##### 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 carrying out Training-of-Trainers in improved/revise M&E for HSC&L
2. **[CIDA strategy developed]**: CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on plans to provide Training-of-Trainers in improved/revise M&E for HSC&L 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

offer Training-of-Trainers in improved/revise M&E for HSC&L

7. **[Expertise specifications developed]:** Technical specifications/Terms of Reference for external expertise or suppliers to support the Training-of-Trainers in improved/revise M&E for HSC&L (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 delivering the Training-of-Trainers in improved/revise M&E for HSC&L developed/revise 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 to support roll-out/implementation of the Training-of-Trainers in improved/revise M&E for HSC&L reflected in the annual work plans of all relevant stakeholders
11. **[Materials and equipment procured]:** Materials, equipment and infrastructure required for roll-out and implementation of the Training-of-Trainers in improved/revise M&E for HSC&L 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 the revised M&E for HSC&L developed/revise 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 and implementation of the Training-of-Trainers in improved/revise M&E for HSC&L handed

over to accountable stakeholders, at all levels, by [Key Stakeholder]

18. **[Roll-out targets reached]:** Revised specifications and operating procedures for implementing improved/revise M&E for HSC&L put into practice at all levels (fully implemented or under implementation) as per established targets

### **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 2.6.2 Support [Key stakeholder] in utilizing, maintaining and managing 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 on the topic of utilizing, maintaining and managing HSC&L assets, platforms and/or infrastructure

2. **[CIDA strategy developed]**: CIDA strategy and work-plan developed by [Key Stakeholder] to ensure information on the use, maintenance and management of HSC&L assets, platforms and/or infrastructure 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 strengthen the use, maintenance and management of HSC&L assets, platforms and/or infrastructure
7. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support with the use, maintenance and management of the HSC&L assets, platforms and/or infrastructure (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 strengthened use, maintenance and management of HSC&L assets, platforms and/or infrastructure 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 to support strengthened use, maintenance and management of HSC&L assets, platforms and/or infrastructure reflected in the annual work plans of all relevant stakeholders
11. **[Materials and equipment procured]**: Materials, equipment and infrastructure required to support strengthened use, maintenance and management of HSC&L assets, platforms and/or infrastructure 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 proper use, maintenance and management of HSC&L assets, platforms and/or infrastructure 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 strengthened use, maintenance and management of HSC&L assets, platforms and/or infrastructure handed over to accountable stakeholders, at all levels, by [Key Stakeholder]
18. **[Roll-out targets reached]**: Revised specifications and operating procedures for proper use, maintenance and management of HSC&L assets, platforms and/or infrastructure put into practice at all levels (fully implemented or under implementation) as per established targets

#### Bundle 4.2 HSC&L Preparedness Plan implementation

**Desired capacities.** *Critical logistics capacity gaps (technical, functional and contextual) previously identified have been – or are being – systematically addressed at all levels. Procurement standards and procedures are clearly documented, streamlined and digitized. A core listing of essential items and/or emergency kits required for an emergency response is available and widely circulated; it has been formulated and validated by key sector responders. A listing of approved national, regional and/or international suppliers for the standard essential items for emergency response is available, with clear indications of supplier production capacities, costs, quality and safety standards compliance, and guarantees for timely service delivery and continuity. Master contracts and/or procurement framework agreements are in place and an official tendering process that has been simplified for timeliness and feasibility under emergency conditions has been defined, but still respects essential audit and due diligence requirements. All of the above are well documented and disseminated to all actors and all contracting staff are familiar with any emergency-related procedural changes*

and have access to relevant guidance. Where relevant, critical information on third-party goods and service provision is communicated to affected populations through appropriate (diverse and accessible) communication channels.

#### Entry-point 4.2.1 Support [Key stakeholder] in strengthening operational implementation 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 improving implementation of the National HSC&L Preparedness Plan
2. **[ICD materials developed]:** [ICD materials/package/mechanism] to enhance stakeholder capacities in HSC&L Implementation mechanisms, processes and procedures 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 plans to strengthen national HSC&L implementation mechanisms and procedures 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 national HSC&L implementation mechanisms and procedures
10. **[Expertise specifications developed]:** Technical specifications/Terms of Reference for external expertise or suppliers to help strengthen HSC&L implementation mechanisms and procedures (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 HSC&L implementation mechanisms and procedures spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]:** Full review of current HSC&L implementation mechanisms and procedures 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 implementation mechanisms and procedures 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 revising HSC&L implementation mechanisms and procedures prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]:** Draft proposal revising HSC&L implementation mechanisms and procedures developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]:** New/revised proposal outlining improved HSC&L implementation mechanisms and procedures 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 implementation mechanisms and procedures 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 implementation mechanisms and procedures rolled-out and/or under implementation at all levels as per established targets.

### **Bundle 4.3 Stakeholder HSC&L implementation capacity**

**Desired capacities.** *National humanitarian supply chain and logistics preparedness implementers (offices and entities) at all levels have the staff, knowledge, guidance, procedures and equipment to be efficient and accountable. Implementing actors have access to pre- and in-service training for staff at all levels as relevant to their function and roles in relation to operationalizing the national humanitarian supply chain and logistics preparedness plan. Institutional targets for internal capability development in specific logistics preparedness areas/topics/practices are/have been met, and opportunities for capability development are widespread and comprehensive. A critical mass of knowledgeable logisticians exists at all levels to mitigate negative impact of turnover/low staff retention. Logistics officers/implementers at all levels are equipped with the skills needed to use digital systems and devices properly and they use them (as applicable to context) on a regular basis, as an integral part of their daily operations. Process guidelines, materials and equipment required to support digitisation of logistics preparedness information are readily and easily available to implementers at all levels and data quality control practices and standards are adopted and enforced. Technical support services are available to support implementers with digital systems maintenance and performance. Relevant and comprehensive guidelines/national standards are available to guide logisticians in effective preparedness and all materials are easily accessible and easy to understand. They are flexible enough to adapt to local implementing partner needs, roles and responsibilities. They are widely disseminated at national, sub-national and local levels. Concerted efforts are made to verify logistics preparedness implementers across the board comply with them and compliance with guidelines and national humanitarian supply chain and logistics preparedness standards is high.*

#### **Entry-point 4.3.1 Support [Key stakeholder] to institutionalise capacity strengthening in critical HSC&L skills and knowledge**

##### **Process milestones**

##### **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 institutionalising continuous professional development in HSC&L
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in designing effective, institutional professional development strategies and plans 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 institutionalising continuous professional development in 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 institutionalise continuous professional development in HSC&L
10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the review/development of institutional strategies and programmes for continuous professional development for HSC&L integration (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 institutional continuous professional development strategies and programmes spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
  13. **[Preliminary review completed]**: Full review of the current institutional continuous professional development strategies and programmes 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 institutional programmes and strategies for continuous professional development to include 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 review, a draft programme and plan for institutionalising continuous professional development in HSC&L prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
  18. **[Draft revision/proposal submitted]**: New/revise programme and plan for institutionalising continuous professional development in HSC&L developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
  19. **[Revision/proposal endorsed]**: New/revise programme and plan for institutionalising continuous professional development in HSC&L developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
  20. **[Roll-out plan developed]**: Roll-out/implementation plan for institutionalising continuous professional development in HSC&L 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 internal ICD proposal rolled-out and/or under implementation at all levels as per established targets.
- Entry-point 4.3.2 Support [Key stakeholder] with Training-of-Trainers in improved/revise HSC&L operational implementation**
- 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 carrying out Training-of-Trainers in improved/revise HSC&L operational implementation
  2. **[CIDA strategy developed]**: CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on plans to provide Training-of-Trainers in improved/revise HSC&L operational implementation 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 offer Training-of-Trainers in improved/revise HSC&L operational implementation
  7. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the Training-of-Trainers in improved/revise HSC&L operational implementation (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 delivering the Training-of-Trainers in improved/revise HSC&L operational implementation developed/revise 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 to support roll-out/implementation of the Training-of-Trainers in improved/revised HSC&L operational implementation reflected in the annual work plans of all relevant stakeholders
  11. **[Materials and equipment procured]**: Materials, equipment and infrastructure required for roll-out and implementation of the Training-of-Trainers in improved/revised HSC&L operational implementation 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 the revised M&E for HSC&L 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 and implementation of the Training-of-Trainers in improved/revised HSC&L operational implementation handed over to accountable stakeholders, at all levels, by [Key Stakeholder]
  18. **[Roll-out targets reached]**: Revised specifications and operating procedures for implementing improved/revised M&E for HSC&L put into practice at all levels (fully implemented or under implementation) as per established targets
2. **[CIDA strategy developed]**: CIDA strategy and work-plan developed by [Key Stakeholder] to ensure information on plans to support the operational implementation of the National HSC&L Preparedness Plan 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 support the operational implementation of the National HSC&L Preparedness Plan
  7. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the operational implementation of the National HSC&L Preparedness Plan (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 to support the operational implementation of the National HSC&L Preparedness Plan 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 to support the operational implementation of the National HSC&L Preparedness Plan reflected in the annual work plans of all relevant stakeholders
  11. **[Materials and equipment procured]**: Materials, equipment and infrastructure required to support the operational implementation of the National HSC&L Preparedness Plan procured under the guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders

**Entry-point 4.3.3** Support [Key stakeholder] with operational implementation of the National HSC&L Preparedness Plan

#### Process milestones

1. **[Relevant stakeholders identified]**: [Key Stakeholder] has finalised a list of actors (i.e., 'relevant

12. **[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.
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 operational implementation of the National HSC&L Preparedness Plan handed over to accountable stakeholders, at all levels, by [Key Stakeholder]
18. **[Roll-out targets reached]**: Revised specifications and operating procedures for operational implementation of the National HSC&L Preparedness Plan put into practice at all levels (fully implemented or under implementation) as per established targets

#### **Bundle 4.4 Accountability and Grievance management**

**Desired capacities.** *The National Humanitarian Supply Chain and Logistics Preparedness Plan foresees an effective grievance mechanism in place that is fully operational at all levels of emergency response implementation. Accountability, roles and responsibilities of programme GM implementers are clearly articulated and documented for each step of the process. Where feasible, it is integrated into other existing national GM systems (e.g., social protection programmes or other means through which emergency response is provided on the ground). It considers the magnitude and risk of negative impact emergency response can have on diverse and vulnerable groups. It integrates culturally appropriate ways of handling community and individual concerns, particularly those of vulnerable groups, ensuring that they adequately protect the rights and protection of complainants. It functions in the local language/s and caters to a range of educational and literacy levels among the population. It avails of known and accessible channels of communication and information dissemination and is easily accessible to all segments of the affected population, including vulnerable groups, at*

*no cost. It is transparent and accountable to all stakeholders, including vulnerable groups, who were consulted and engaged in its design. It protects users from retribution and does not impede access to other remedies. Emergency response GM procedures are widely and frequently publicised across all affected populations through appropriate means and channels (as above). A systematic emergency response GM information management system is in place to record, register and track grievances at all levels of emergency response implementation and is digitalised and protects individual identity data and information. Clear guidelines exist for reviewing and investigating grievances and developing commensurate resolution options. Costs associated with grievance handling in emergency response are tracked, adequate funding is secured and allocated to sustain implementation. A formal M&E and Reporting strategy and plan for emergency response GM are in place and executed. GM performance statistics are easily available to all stakeholders and used to improve the system. Internal stakeholder capacities to uphold and operationalise the GM are adequate and sufficient. Third-party arbitrators / facilitators have been identified and are available to backstop protracted or unresolvable cases. GM statistics indicate affected populations avail of the system and satisfactory resolution levels are high. External reviews of affected population awareness of and satisfaction with the GM indicate it is effective.*

**Entry-point 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.

#### **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 ensuring integration of HSC&L-related feedback mechanisms into other sectoral programmes
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in grievance management systems, procedures and practices (particularly as related to integrated HSC&L service provision) 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 integration of HSC&L-related feedback mechanisms into other sectoral programmes 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 integration of HSC&L-related feedback mechanisms into other sectoral programmes
10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the integration of HSC&L feedback loops into the grievance mechanisms of other sectoral programmes (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 sectoral grievance mechanisms in relation specifically to HSC&L service provision spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Full review of current sectoral grievance mechanisms in relation specifically to HSC&L service provision 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 sectoral grievance mechanisms to better integrate feedback loops on HSC&L service provision

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 better integrate HSC&L service provision feedback loops into current sectoral grievance mechanisms prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: Draft proposal to better integrate HSC&L service provision feedback loops into current sectoral grievance mechanisms developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: Draft proposal to better integrate HSC&L service provision feedback loops into current sectoral grievance mechanisms developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]**: Roll-out/implementation plan to operationalise the proposal to better integrate HSC&L service provision feedback loops into current sectoral grievance 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 proposal of feedback integration rolled-out and/or under implementation at all levels as per established targets.

**Entry-point 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

#### 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 developing an HSC&L-specific grievance mechanism.
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in HSC&L-specific grievance management systems, procedures 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 on plan to strengthen HSC&L-specific grievance 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 awareness of relevant issues, needs and plans to strengthen HSC&L-specific grievance management systems, procedures and practices
  10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the review/development of HSC&L-specific grievance mechanisms, procedures 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 current HSC&L-specific grievance management systems, procedures and practices spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
  13. **[Preliminary review completed]**: Full review of current HSC&L-specific grievance management systems, procedures 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 current HSC&L-specific grievance management systems, procedures 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 to strengthen HSC&L-specific grievance management systems, procedures and practices prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
  18. **[Draft revision/proposal submitted]**: Proposal to strengthen HSC&L-specific grievance management systems, procedures and practices developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
  19. **[Revision/proposal endorsed]**: Proposal to strengthen HSC&L-specific grievance management systems, procedures and practices developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
  20. **[Roll-out plan developed]**: Roll-out/implementation plan for proposal to strengthen HSC&L-specific grievance management systems, procedures 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 on HSC&L-specific grievance management systems rolled-out and/or under implementation at all levels as per established targets.



**Entry-point 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

#### 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 rolling-out a grievance management system mechanism for emergency response operations managed directly by the HSC&L actors
2. **[CIDA strategy developed]:** CIDA strategy and work-plan developed by [Key Stakeholder] to ensure information on plans to roll-out a grievance management system mechanism for emergency response operations managed directly by the HSC&L actors 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 a grievance management system mechanism for emergency response operations managed directly by the HSC&L actors
7. **[Expertise specifications developed]:** Technical specifications/Terms of Reference for external expertise or suppliers to support the roll-out of a grievance management system mechanism for emergency response operations managed directly by the HSC&L actors (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 grievance management system mechanism for emergency response operations managed directly by the HSC&L actors 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 to support roll-out/implementation of the grievance management system mechanism for emergency response operations managed directly by the HSC&L actors reflected in the annual work plans of all relevant stakeholders
11. **[Materials and equipment procured]:** Materials, equipment and infrastructure required for roll-out and implementation of the grievance management system mechanism for emergency response operations managed directly by the HSC&L actors 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 HSC&L grievance management 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 and implementation of the grievance management system mechanism for emergency response operations managed directly by the HSC&L actors handed over to accountable stakeholders, at all levels, by [Key Stakeholder]
18. **[Roll-out targets reached]:** Revised specifications and operating procedures for implementing the grievance management system mechanism for emergency response operations managed directly by the HSC&L actors put into practice at all levels (fully implemented or under implementation) as per established targets

#### Bundle 5.2 In HSC&L Preparedness Plan implementation

**Desired capacities.** National humanitarian supply chain and logistics preparedness is adequately put in place at all levels through the active engagement, support and

contribution of civil society, private sector and communities at large to the benefit of all. They have access to periodic and relevant training (as/when needed) and have clearly defined responsibilities in these processes. A strong platform for dialogue between state and non-state actors exists to facilitate dialogue and exchange of information and experiences relating to logistics preparedness issues. Performance indicators chosen by national stakeholders to assess the effectiveness of logistics preparedness (pre-shock in terms of implementation of the national humanitarian supply chain and logistics preparedness plan and post-shock in relation to the effectiveness and efficiency of emergency response and service provision) are used to measure performance and performance targets are/have been met, consistently, across the board.

### Entry-point 5.2.1 Support [Key stakeholder] in increasing engagement of other actors in National HSC&L Preparedness Plan implementation

#### Process milestones

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 implementation 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 review National HSC&L Preparedness Plan implementation mechanisms 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 delivery or implementation 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 delivery of the National HSC&L Preparedness Plan and other related efforts 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 delivery or implementation 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 delivery or implementation 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 delivery or implementation 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 delivery or implementation 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 delivery or implementation 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 delivery or implementation 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 to engage other (non-state) actors in the delivery or implementation of the National HSC&L Preparedness Plan rolled-out and/or under implementation at all levels as per established targets.
- Entry-point 5.2.2 Support [Key stakeholder] in increasing engagement of other actors in HSC&L Preparedness M&E**
- Process milestones**
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 M&E of the national HSC&L preparedness and other related efforts
  2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance other (non-state) stakeholder capacities in M&E for HSC&L 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 review National HSC&L Preparedness Plan M&E mechanisms 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 M&E of the national HSC&L preparedness 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 M&E of national HSC&L preparedness and other related efforts 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 M&E of national HSC&L preparedness 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 M&E of national HSC&L preparedness 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 M&E of national HSC&L preparedness 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 M&E of national HSC&L preparedness 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 M&E of national HSC&L preparedness 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 M&E of national HSC&L preparedness 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 M&E of national HSC&L preparedness rolled-out and/or under implementation at all levels as per established targets.

### Bundle 5.3 Research, development and innovation in HSC&L

**Desired capacities.** *There is explicit political will and commitment to promote relevant research, development and innovation in the field of humanitarian supply chain and logistics preparedness. A relevant and comprehensive national research agenda has been articulated, endorsed and put in place. It encompasses both traditional and innovative research and development objectives and specific research topics of relevance have been clearly identified. Specific innovation projects have been clearly identified or are being supported (e.g., incentives, accelerators, etc.) and are being operationalised by one or more credible academic and/or research institutions. There are functional and publicly accessible channels for information dissemination and communication in place. Robust statistics on access and dissemination of findings and lessons learned through these channels are available. Statistics demonstrate widespread public consultation and dissemination of information across the board.*

#### Entry-point 5.3.1 Support [Key stakeholder] in establishing a relevant HSC&L research, development and innovation agenda

##### Process milestones

1. **[Relevant stakeholders identified]**: [Key Stakeholder] has finalised a list of other actors (non-state) to be approached for advocacy, discussions and engagement in developing a relevant research, development and innovation agenda for national HSC&L preparedness
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities or knowledge of the latest research, trends and innovations in HSC&L preparedness 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 the need and plans to develop a research, development and innovation agenda for national HSC&L preparedness 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 develop a research, development and innovation agenda for national HSC&L preparedness
10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the research design 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 landscape analysis of active and viable entities and current engagements in research, development and innovation for national HSC&L preparedness spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Full landscape analysis of active and viable entities and current engagements in research, development and innovation for national HSC&L preparedness 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 relevant research, development and innovation agenda for national HSC&L preparedness 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 a relevant research, development and innovation agenda for national HSC&L preparedness prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: Draft proposal for a relevant research, development and innovation agenda for national HSC&L preparedness developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: Proposal for a relevant research, development and innovation agenda for national HSC&L preparedness developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]**: Roll-out/implementation plan to launch the relevant research, development and innovation agenda for national HSC&L preparedness 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 launch the relevant research, development and innovation agenda for national HSC&L preparedness rolled-out and/or under implementation at all levels as per established targets.

#### **Bundle 5.4 Sustainable human capital in HSC&L**

**Desired capacities.** A range of formal higher-level education programmes are available to help develop national professional capacity and strengthen national human capital in the domain of humanitarian supply chain and logistics. This may include graduate and post-graduate university courses in supply chain and logistics specifically or longer-term Master's programmes in disaster risk management, climate change adaptation and/or other similar disciplines that leverage humanitarian supply chain and logistics preparedness and emerging technologies and trends (e.g., digitalisation, communication, media, etc). Apprenticeships and internships between academic institutions and/or relevant vocational institutes and institutional stakeholders and private sector organisations operating in the field of humanitarian supply chain and logistics preparedness are established and accessible to youth



across the board to provide on-the-job practical trainings and increase employability whilst also addressing critical gaps in manpower within the institutions themselves.

**Entry-point 5.4.1** Support [Key stakeholder] in developing higher-level educational programmes to build relevant national professional capacity in HSC&L

#### 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 developing higher-level educational programmes in HSC&L
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities and knowledge of current approaches to developing higher-level educational programmes in HSC&L 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 plans to develop higher-level educational programmes in 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 develop higher-level educational programmes in HSC&L
10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the review/development of HSC&L educational curricula (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 higher-level educational programmes and offerings in HSC&L spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Full review of current higher-level educational programmes and offerings in HSC&L 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 higher-level educational programmes and offerings in 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 review, a draft proposal for higher-level educational programmes (curricula) and offerings in HSC&L prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: Draft proposal for higher-level educational programmes (curricula) and offerings in HSC&L developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: Draft proposal for higher-level educational programmes (curricula) and offerings in HSC&L 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 higher-level educational programmes (curricula) and offerings in HSC&L 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 higher-level educational programmes (curricula) and offerings in HSC&L rolled-out and/or under implementation at all levels as per established targets.
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 create a range of apprenticeship, internship and other on-the-job learning opportunities to promote employability of young professionals in the HSC&L sector

**Entry-point 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

#### 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 creating a range of apprenticeship, internship and other on-the-job learning opportunities to promote employability of young professionals in the HSC&L sector
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities and knowledge of current practices in youth employment and job creation in HSC&L 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 create a range of apprenticeship, internship and other on-the-job learning opportunities to promote employability of young professionals in the HSC&L sector 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]
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 review of current availability of apprenticeships, internships and other on-the-job learning opportunities in the HSC&L sector spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Full review of current availability of apprenticeships, internships and other on-the-job learning opportunities in the HSC&L sector 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 develop apprenticeships, internships and other on-the-job learning opportunities in the HSC&L sector 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 outlining a range of apprenticeships, internships and other on-the-job learning opportunities in the HSC&L sector prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: Draft proposal outlining a range of apprenticeships, internships and other on-the-job learning opportunities in the HSC&L

sector developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval

19. **[Revision/proposal endorsed]**: Proposal outlining a range of apprenticeships, internships and other on-the-job learning opportunities in the HSC&L sector developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]**: Roll-out/implementation plan to launch the apprenticeships, internships and other on-the-job learning opportunities in the HSC&L sector 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 launch the apprenticeships, internships and other on-the-job learning opportunities in the HSC&L sector rolled-out and/or under implementation at all levels as per established targets.