

**LOGISTICS CLUSTER
FIELD-BASED PREPAREDNESS PROJECT (FBPP)
In-Country Project Monitoring Guidance**

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Who is this document for? Project officers wishing to understand how project progress and contributions to stakeholder capacity might be assessed.

What does it contain? Describes the tools and processes to measure (i) project progress on a day-to-day basis; and (ii) the longer-term outcomes that the project aims to achieve, supporting national stakeholder growth and results.

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-country-monitoring-guidance>

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.

Theory of change

The Project aims to contribute in the long-term to:

Enhanced capacities of **local actors** (public institutions, civil society, private sector and academia) engaging (or potentially engaging) in emergency preparedness and response to effectively deliver **timely and appropriate emergency response services nationally and in neighbouring countries** as may be required, as a result of **strengthened coordination** and more **coherent operational behaviours and practices** related to national humanitarian supply chain preparedness that are **systematically informed by comprehensive and accurate information on supply chain and logistics sector needs, roles and capacities**.

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

Project Outcomes

It will work towards **two** complementary and inter-dependent objectives through all support activities:

1. The increased capacity of actors to carry out critical Humanitarian Supply Chain & Logistics (HSC&L) functions on their own over time (**growth**), expressed as a sustained change in desired HSC&L **behaviours and practices**; and
2. Measurable HSC&L performance outcomes (**results**) that actors can achieve as a consequence of their growth.

This approach is critical to sustainably institutionalising enhanced HSC&L capacities and underpins the rationale for the Project approach to **output** and **outcome monitoring**, across all potential areas of work.

In close collaboration with stakeholders, the Project will identify, assess and support HSC&L assets and capacity needs in five critical areas:

- 1) The policy and regulatory environment
- 2) Institutional accountability and effectiveness
- 3) Strategic planning and financing
- 4) The National HSC&L Preparedness Plan, and
- 5) Engagement of other actors in national HSC&L

Desirable **capacity outcomes** for each area are articulated in the [FBPP Theory of Change](#), and relevant entry-points (activities) are defined to **address any critical capacity needs** identified. These are also laid out in detail in the [Entry-points & Process Milestones Compendium](#).

Activity operationalisation will focus on **catalysing stakeholder action** through facilitation and backstopping support, to ensure **sustainable institutionalisation** of the capacities enhanced.

Systemic resilience

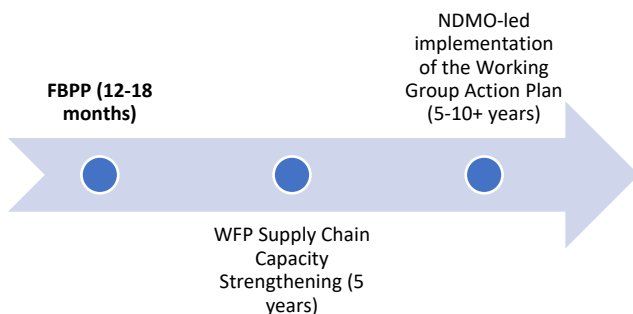
Stakeholder **growth** not only refers to an increased capacity to carry out specific HSC&L functions autonomously over time, but also to an increased ability of key HSC&L actors to:

- change current HSC&L behaviours and practices to better respond to **anticipated** changes in contexts and forecasted stakeholder needs,
- **absorb** unexpected shocks to HSC&L mechanisms through proper contingency planning and to quickly return to pre-shock performance levels,
- incrementally **adapt** institutional HSC&L behaviours and practices to evolving needs, and
- **transform** HSC&L behaviours and practices through continuous improvement through research, development and innovation.

Stakeholder anticipatory, absorptive, adaptive, and transformative capacities – as measures of **systemic resilience** – are implicitly captured by the various capacity bundles listed in the [FBPP’s ICS framework](#) and thus their development can be tracked through the associated monitoring indicators.

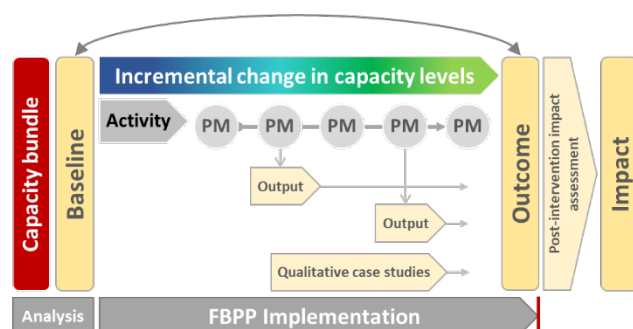
Project contribution

Project duration and the enabling role of the FBPP define what the project will monitor and when it will do so.



Project contribution to stakeholder **growth** and **results** in HSC&L will be documented through the collection of:

- **Baseline values:** at project outset and end
- **Process milestones:** on daily operational progress
- **Output indicators:** for short/medium-term progress
- **Outcome values:** for long-term progress
- **Qualitative case studies:** for behavioural change analysis (likely during Phase III)
- **Post-intervention evaluation:** for longer-term impact assessment (minimum 3 years after Project end in country).



Baseline values, process milestones, outputs and possibly some outcomes will be monitored during all phases of the FBPP lifecycle (Phases I, II and III) as relevant to the entry-points or activities carried out in the national context.

Where the FBPP leads into ongoing WFP CSP activities focussing on supply chain capacity strengthening, additional outcomes may be measured and case studies on behavioural change as related to the FBPP intervention may be carried out.

Post-intervention monitoring is suggested within a timespan to be determined on a case by case basis – noting that the implementation of a National HSC&L Preparedness Action Plan may be a very long process. In general, however, a period of 3-5 years following intervention might be recommended.

Overall though, in terms of high-level achievements and measures of success, **the Project will be considered successful in a country** if four outcomes are achieved:

- (1) A **permanently active, nationally-led humanitarian logistics coordination mechanism** is established or reinforced if already existing – i.e., a National Logistics Cluster/ Sector/ Working Group/ Network that undertakes both preparedness and response activities;
- (2) a dedicated **information sharing platform** is established by national actors;
- (3) an **NDMO-led humanitarian logistics gap analysis workshop resulting in an Action Plan** is undertaken; and
- (4) commitment by national actors, to implement the Action Plan are officially secured, and where feasible, efforts are catalysed into motion.

Globally, the Project has an additional measure of success: the creation of a body of knowledge, compiled into a ‘Preparedness Guide’, that describes in detail the approaches, methodologies and learnings from this Project.

This Preparedness Guide is intended to support other organisations to carry out similar institutional capacity strengthening programmes in the future.

Guidance on performance assessment of FBPP global objectives is covered separately.

Baseline values

Baseline values for in-country capacities will be established in collaboration with Stakeholders through a participatory context analysis/capacity assessment at Project outset. The assessment will be guided by the ICS Framework to ensure a comprehensive and holistic approach. Where feasible, the Capacity Needs Mapping (CNM) approach will be utilised to yield a summary graphic and narrative of capacities across all areas of work.

Where ongoing training and simulation workshops are being arranged or are already in progress, these can provide a welcome opportunity to gather stakeholder inputs to complete a comprehensive mapping. Alternatively, if the CNM has been sufficiently completed, ongoing simulations can be used to solicit stakeholder inputs on the current capacity levels and validation of the overall outcome of the assessment process. CNM implementation guidance is available in [CNM Process Guidance](#).

When the CNM format is used to capture all the information collected, this ensures that baseline values or statements are established at the level of the **capacity bundle** and can be displayed graphically for ease of reference:

Pathway sub-components			Latent	Emergent	Moderate	Self-suffic.	Rating (1-4)
PW 1	SC 1.1	FSN-sensitive Social Protection policy					0
PW 1	SC 1.2	Other relevant sector-specific instruments.					0
PW 1	SC 1.3	Policy dissemination mechanisms.					2.5
PW 1	SC 1.4	International/Regional Partnerships.					0
PW 2	SC 2.1	Institutional mandate and recognition.					3
PW 2	SC 2.2	Coordination mechanisms and accountability.					3
PW 2	SC 2.3	Process excellence through digitalization					1.5
PW 2	SC 2.4	Information management systems.					2
PW 2	SC 2.5	Evidence-based approach					3
PW 2	SC 2.6	Assets, platforms and infrastructure.					2
PW 2	SC 2.7	National/local partnerships.					1
PW 3	SC 3.1	Strategic planning.					2
PW 3	SC 3.2	Value proposition.					1.8

Process milestones

After conducting the CNM (or equivalent), stakeholders next agree on a range of capacity strengthening **entry-points (i.e., activities)** to address the identified capacity gaps within the relevant capacity bundles.

Entry-points can fall into one of two categories:

- those that support stakeholders with developing, enhancing and/or coordinating **soft processes** (e.g., policy revision and coherence, articulation of procedures, strengthening of coordination mechanisms, advocacy for financing, etc.)
- those that support the practical roll-out and implementation of specific functions or **hard processes** (e.g., roll-out of IMS/MIS, delivery of Training of trainers, roll-out of research and evidence generation exercises, etc.).

What each entry-point *aims* to achieve varies based on the capacity bundle under which it falls. However, the **approach** through which entry-points are operationalised remains the same across all capacity bundles. In other words, the purpose may vary, but the process (approach) remains constant. Because the *approach* remains constant, a standardised list of recommended tasks can be defined. This list of tasks guides the FBPP Officer as s/he supports the stakeholders in implementing the chosen entry-point(s).

Each task (some physical interaction that needs to happen) is represented in the ICS framework as a measurable **process milestone** that is, an on-paper recording of that task having happened and then completed. In addition to providing quality assurance of the capacity strengthening approach, specific process milestones also equate to important **output and outcome indicators** that capture the stakeholder growth and results defined earlier.

Output Indicators

Output indicator values are used to document **tangible incremental deliverables and progress** towards the specific capacity outcomes for each area of work (i.e. entry point). They will identify short- to medium-term **results** and **substantiate claims of contribution** to (i) *outcome* level changes (see next heading) and (ii) stakeholder or systemic **growth** (also captured by follow-up CNM assessments), as may be appropriate to context and as laid out by the FBPP Theory of Change.

Outcome values

Monitoring of outcomes is achieved in two ways:

- First, some **process milestones** denote completion or fulfilment of an entry point, and thus indicate investments have come to fruition. The '*Mapping process milestones to indicators*' table (page 7 below) indicates which process milestones may be associated with outputs and which with outcomes.
- Second, outcome values may be assessed by undertaking a **repeat capacity needs mapping assessment** generally 24 and 48 months after implementation of the action plan commences, but timing may be better determined on a case-by-case basis. This supports a comparative analysis against baselines to identify changes to which Project support is likely to have contributed. As the CNM is conducted at the capacity bundle level, a detailed picture can be developed of where – and to what extent – change has occurred.

Qualitative case studies

To support the CNM and process milestone analysis of outcomes, additional qualitative analysis is recommended to support FBPP contribution analysis. **Qualitative case studies** can be designed on a case-by-case basis to capture stakeholder perceptions, experiences and recollections of internal behavioural and process changes catalysed by the FBPP intervention (whether directly or indirectly, depending on their level of knowledge and engagement at the time the FBPP phases were active).

Emerging techniques in contribution analysis e.g., contribution scoring may be considered, but the final choice of methodology will be determined by the research design, intent and researchers engaged.

Impact assessment

Though frequently left out of Project Monitoring plans for lack of funding and/or operational presence on the ground after projects reach the end of their lifecycle, post-intervention impact assessment is

critical to understanding the actual value of the project in the context of longer-term change.

Leveraging the opportunity of longer-term engagement through WFP CSP activities in those countries where both the FBPP and WFP are operating, post-intervention assessment could be planned for within three to five years after FBPP closure (or otherwise, considering planned CNM exercises and overall progress).

This may take the form of internally or externally commissioned evaluations, but in all cases, the Evaluation Teams should be provided with the FBPP Theory of Change to support their investigation and analysis.

Monitoring levels

In-country FBPP Project monitoring is the first level of active monitoring. Data collected by the FBPP Team on the ground will reflect in-country progress and will feed into the Monthly report and the Quarterly Update as deemed relevant by the compiling team. These reports span all three phases of the FBPP in country. The CNM will be an additional, more detailed, output for Phase I.

In-country monitoring data and information will be escalated to the regional and global levels where it will be aggregated accordingly.

Qualitative case studies, as and when completed, will be consolidated across the project and global level analysis extracted.

Overall FBPP project implementation progress will be monitored at the global level.

Monitoring timetable

The FBPP Officer will be responsible for accurately and systematically collecting quantitative and qualitative data and information on project implementation as per the FBPP Country Level Logical Framework (see page 7 below).

Information on which reports are to be prepared and when and to whom they are to be submitted can be

found in the overarching FBPP Officer Guidebook reference document. Templates are available to facilitate reporting where Officers may wish to use them.

The FBPP Officer Guidebook lists the recommended audiences and channels for each template.

Additional information

- The [Theory of Change](#) provides the full and detailed rationale and content of the Results Chain that underpins the Framework for System capacities for the FBPP
- The [Capacity Needs Mapping \(CNM\)](#) from which baseline values will be captured.
- The [Workplan Template](#) where the process milestones and related output indicators are listed for every possible activity that could emerge under the full framework (it does NOT mean that the Project will tackle them all)
- The [FBPP Indicator Compendium](#) which lists the individual indicator sheets for technical consultation (to be developed only once the rest is finalised and cleared)

FBPP Country Level Logical Framework

The FBPP approach to delivering effective capacity strengthening revolves around the provision of strategic and technical advisory support through a range of methods, but always **ensuring stakeholders take the lead in convening, directing, deciding and finalising tasks**. In no instance will the FBPP Officers implement or execute functions to achieve measurable results on behalf of the stakeholders. Rather, **FBPP Officers will provide stakeholders with guidance, backstopping support, coaching and mentoring to carry out functions on their own**.

As a result, monitoring the progress and effectiveness of the FBPP will revolve around capturing the completion of specific process milestones that over time, suggest stakeholders have internalised skills, knowledge, behaviours and practices (**growth**), and the achievement of desired, measurable objectives (**results**). The process milestones selected are listed below. They are presented in activity-neutral form but can be customised in the description to speak to any specific entry point.

Mapping process milestones to indicators

Process milestones and indicators in light yellow correspond to **outputs**, while those in darker yellow correspond to **outcomes**:

Process Milestone	Indicator (<i>abbreviated</i>)	Out-put	Out-come	Re-sults	Grow-th
ICD delivered	# of ICD events completed	✓			✓
CIDA Strategy developed	# of CIDA strategies developed	✓			✓
CIDA end-users reached as per targets	# of CIDA targeted recipients reached	✓			✓
Workplan developed	# of implementation plans developed	✓			✓
Discussion events organised	# of events organised	✓			✓
Draft revision/proposal submitted	# of revisions submitted for approval	✓			✓
Revision/proposal endorsed	# of revisions endorsed		✓	✓	✓
Roll-out plan developed	# of implementation plans developed		✓	✓	✓
CIDA Strategy implemented	# of events organised for CIDA purposes		✓	✓	✓
CIDA end-users reached as per targets	# of CIDA targeted recipients reached		✓	✓	✓
Roll-out targets reached	% of roll-out targets reached		✓	✓	✓

Mapping indicators to process milestones to capacity bundles (example)

The following table provides an example of the above indicators as they relate to a specific capacity bundle and entry point.

As above, process milestones and indicators in light yellow correspond to **outputs**, while those in darker yellow correspond to **outcomes**. The process milestones and their corresponding indicators in the table that are not highlighted are those that simply confirm forward-moving progress within the full list of tasks associated with the entry point in question:

Pathway 1: HSC&L policy and regulatory environment	
Capacity Bundle 1.1: HSC&L Sectoral instruments	
Entry-point 1.1.1: <i>Support [key stakeholder] in developing and promoting evidence-based national HSC&L preparedness policies, legislation and other relevant regulatory instruments</i>	
Process milestones (indicating finished/completed actions)	Indicators
Relevant stakeholders identified. [Key Stakeholder] ¹ has finalised a list of actors to be approached for advocacy, discussions and engagement on the topic of developing or revising relevant national emergency/preparedness regulatory frameworks to better reflect HSC&L objectives and targets.	# of stakeholder mapping exercises completed
ICD materials developed. [ICD materials/package/mechanism] to enhance stakeholder capacities in EPR/HSC&L policy design/analysis/revision developed/revised under guidance/leadership of [Key Stakeholder] in collaboration with other key players	# of ICD tools or products developed
ICD materials approved. [ICD materials/package/mechanism] developed under the guidance/leadership of [Key Stakeholder] in collaboration with other key players endorsed by relevant authorities	# of ICD tools or products developed and approved by competent authority
ICD delivered. Relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets	# of ICD events completed
CIDA Strategy developed. CIDA strategy and workplan developed by [Key Stakeholder] to ensure relevant information on the EPR/HSC&L policy design/revision process reaches interested parties, at all levels	# of CIDA strategies developed
CIDA materials procured/developed. Communications materials required to support CIDA strategy developed and produced by [Key Stakeholder]	# of CIDA materials developed
CIDA Strategy implemented. Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]	# of events organised for CIDA purposes
CIDA end-users reached as per targets. CIDA recipients reached as per established targets	# of CIDA targeted recipients reached
Internal advocacy undertaken. Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of EPR/HSC&L-related issues, needs and plans to develop or review relevant national emergency/preparedness regulatory frameworks to better reflect HSC&L objectives and targets	# of stakeholders engaged in development/revision processes
Expertise specifications developed. Technical specifications/Terms of Reference for external expertise or suppliers to support the EPR/HSC&L policy review/development process (if required) prepared by [Key Stakeholder] in collaboration with other key actors	# of technical specifications and/or Terms of Reference finalised

¹ '[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.

Pathway 1:	HSC&L policy and regulatory environment	
Capacity Bundle 1.1:	HSC&L Sectoral instruments	
Entry-point 1.1.1:	<i>Support [key stakeholder] in developing and promoting evidence-based national HSC&L preparedness policies, legislation and other relevant regulatory instruments</i>	
Process milestones (indicating finished/completed actions)	Indicators	
Expertise contracted. External expertise identified and contracted by [Key Stakeholder] in collaboration with other key actors		
Preliminary review underway. Full review of the EPR/HSC&L policy or other relevant instrument under discussion spearheaded by [Key Stakeholder] in collaboration with other key actors, designed and underway	# of instrument, programme or system reviews underway	
Preliminary review completed. Full review of the EPR/HSC&L policy or other relevant instrument under discussion spearheaded by [Key Stakeholder] in collaboration with other key actors, completed	# of instrument, programme or system reviews completed	
Stakeholder consent to engage. Building on preliminary review findings stakeholders approached agree to engage in further revision and/or development discussions	# of stakeholders engaged in development/revision processes	
Workplan developed. Programme of work to create/revise policy, programme or system finalised by [Key Stakeholder] in collaboration with other key actors	# of implementation plans developed	
Discussion events organised. Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary development or review of relevant national emergency/preparedness regulatory frameworks to better reflect HSC&L objectives and targets	# of events organised for strategic and/or technical discussion and review purposes	
Draft revision/proposal developed. Building on findings from the review, a draft proposal/revision of relevant national emergency/preparedness regulatory frameworks to better reflect HSC&L objectives and targets prepared/spearheaded by [Key Stakeholder] in collaboration with other key actors	# of instrument, programme or system revisions drafted	
Draft revision/proposal submitted. New/revised EPR/HSC&L policy or other instrument developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval	# of instrument, programme or system revisions submitted for approval	
Revision/proposal endorsed. New/revised EPR/HSC&L policy or other instrument developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority	# of instrument, programme or system revisions endorsed	
Roll-out plan developed. Roll-out/implementation plan for the new/revised EPR/HSC&L policy or other instrument developed by [Key Stakeholder] in collaboration with other key actors	# of implementation plans developed	
CIDA Strategy implemented. Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]	# of events organised for CIDA purposes	
CIDA end-users reached as per targets. CIDA recipients reached with new information as per established targets	# of CIDA targeted recipients reached	
Roll-out targets reached. Roll-out/implementation plan for the new/revised EPR/HSC&L policy or other instrument developed by [Key Stakeholder] fully implemented or under implementation, as per established targets	% of roll-out targets reached	

‘Output’ and ‘Outcome’ Indicators within the Project Logframe

From this, a standard “model” or logframe template can be proposed for each Entry-point, utilising the above indicators to support a description of stakeholder growth (capacity outcomes) and results, as follows:

Pathway X:						
Final Outcomes						
Result Outcomes		Outcome Indicators	Baseline Value	Target Value	MoV ²	Freq.
Bundle: ... <i>Entry-point:</i> ...						
<i>Outcome:</i> ...						
<ul style="list-style-type: none"> The XXX developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority 	# of revisions endorsed					
<ul style="list-style-type: none"> Roll-out/implementation plan to operationalise XXX developed by [Key Stakeholder] in collaboration with other key actors 	# of implementation plans developed					
<ul style="list-style-type: none"> Dissemination of new information and materials on new/revised XXX carried out in accordance with the CIDA strategy by [Key Stakeholder] 	# of events organised for CIDA purposes					
<ul style="list-style-type: none"> CIDA recipients reached with new information as per established targets 	# of CIDA targeted recipients reached					
<ul style="list-style-type: none"> Roll-out/implementation plan for XXX developed by [Key Stakeholder] fully implemented or under implementation, as per established targets 	% of roll-out targets reached					
Capacity Outcomes		Output indicators	Baseline Value	Target Value	MoV	Freq.
<ul style="list-style-type: none"> Stakeholders have been sensitised and/or have acquired specific skills and knowledge necessary to credibly spearhead advocacy, dialogue, discussion and revision of relevant issues, instruments, systems or services as warranted 	# of ICD events completed					
<ul style="list-style-type: none"> Stakeholder can clearly identify key target groups and audiences at all levels, who need to be approached for advocacy, to secure buy-in and engagement in the revision, development or consultation process that is being planned, thus ensuring inclusivity and supporting sustainability 	# of CIDA strategies developed					
<ul style="list-style-type: none"> Stakeholder can effectively execute advocacy and communications plans to reach the audiences targeted for advocacy and onboarding 	# of CIDA targeted recipients reached					
<ul style="list-style-type: none"> Stakeholder can convene targeted players to jointly articulate and finalise a programme of work to develop or revise XXX 	# of implementation plans developed					
<ul style="list-style-type: none"> Stakeholder can convene and spearhead discussions or events with all relevant stakeholders identified to discuss preliminary development/revision of XXX (implement the agreed workplan) 	# of events organised for discussion and review purposes					
<ul style="list-style-type: none"> Stakeholder can spearhead or actively contribute to the process of submitting the new/revised proposal for XXX to the competent authority for approval 	# of proposals/revisions submitted for approval					

The Logframe elements above are integrated into the FBPP Workplan template, and have been customised for each individual entry point.

² MoV = Means of Verification