



FIELD-BASED PREPAREDNESS PROJECT (FBPP) Entry-Point & Process Milestones Compendium

LOGISTICS CLUSTER FIELD-BASED PREPAREDNESS PROJECT (FBPP) Entry-Point & Process Milestones Compendium

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Who is this document for? FBPP Preparedness officers wishing to see detailed examples of potential capacity strengthening Entry Points for supporting the national Humanitarian Supply Chain & Logistics (HSC&L) context.

What does it contain? This document lists potential entry points (activities) for capacity strengthening support and offers a range of process milestones that can help guide the tasks.

Prerequisite Reading?

1. [FBPP Capacity Outcome Statement](#) (COS): As the starting point for the Framework, understanding the COS is needed to link the concepts described in this document to the concrete reality of what the Project is aiming to achieve.
2. [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).
3. [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.

Where can I find a softcopy? <https://logcluster.org/document/fbpp-gdnc-ics-framework-entry-point-process-milestones-compendium>

Table of Contents

Introduction	3
Process milestones for ‘soft process’ entry-points	4
Process milestones for ‘hard process’ entry-points	7
Using Output and Outcome Indicators for Project monitoring.....	9
Entry-points by type and Project phase	11
Pathway 1 The HSC&L policy and regulatory environment	13
Bundle 1.1 HSC&L Sectoral instruments.....	13
Bundle 1.2 Multi-sectoral integration of HSC&L.....	15
Bundle 1.3 International and regional HSC&L partnerships	16
Pathway 2 HSC&L Institutional effectiveness and accountability	18
Bundle 2.1 HSC&L institutional mandate and recognition	18
Bundle 2.2 HSC&L coordination mechanisms and accountability.....	19
Bundle 2.3 HSC&L information dissemination mechanisms.....	20
Bundle 2.4 HSC&L process optimisation.....	23
Bundle 2.5 Evidence-based approach for HSC&L	28
Bundle 2.6 HSC&L assets, platforms and infrastructure.....	32
Bundle 2.7 National/local HSC&L partnerships	34
Pathway 3 Strategic planning and financing for HSC&L.....	35
Bundle 3.1 Value proposition of HSC&L.....	35
Bundle 3.2 Strategic planning for HSC&L.....	36
Bundle 3.3 Sustainable financing for HSC&L.....	38
Bundle 3.4 Financial management systems.....	39
Pathway 4 The National HSC&L Preparedness plan	41
Bundle 4.1 Design of the HSC&L Preparedness Plan	41
Bundle 4.2 HSC&L Preparedness Plan implementation.....	43
Bundle 4.3 Stakeholder HSC&L implementation capacity.....	44
Bundle 4.4 Accountability and Grievance management	48
Pathway 5 Engagement of other actors in HSC&L.....	51
Bundle 5.1 In HSC&L Preparedness Plan design	52
Bundle 5.2 In HSC&L Preparedness Plan implementation.....	53
Bundle 5.3 Research, development and innovation in HSC&L	56
Bundle 5.4 Sustainable human capital in HSC&L.....	57

Introduction

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.) and those that support the practical roll-out and implementation of specific functions or **hard processes** (e.g., roll-out of IMS/MIS^(see box), delivery of Training of trainers, roll-out of research and evidence generation exercises, etc.).



IMS/MIS stands for *Information Management System (IMS)* or *Management Information System (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)*, by contrast, 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.

As the context where each entry-point is used will determine whether ‘IMS’ or ‘MIS’ is appropriate, the IMS/MIS is used throughout.

Digitisation Vs Digitalisation

It is important that the differences between digitisation and digitalisation are well understood.

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.

For example: 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.

Thus, what entry-points *aim* to achieve may vary based on the capacity bundle under which they fall. 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).

The listing helps ensure consistency in providing *enabling support* (as opposed to *capacity substitution* where the task is simply carried out and completed by the enabling partner) and that **the lead stakeholder (not the FBPP Officer) drives the processes of taking and defining action, decision-making and dialogue with other key actors**.

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.



All process milestones in the body of this document are **customised to the subject matter and purpose of its entry point**

FBPP Officers can determine whether the process milestones for a chosen entry-point are relevant in the context or not, and/or whether the sequencing might need to be altered.



The word **stakeholder** in both ‘soft processes’ and ‘hard processes’ has a very specific meaning, determined by context:

- **‘key stakeholder’** refers to the Project’s main partner – that is, the national actor(s) leading disaster management activities.

In most countries, the [key stakeholder] is a state institution mandated for disaster response – the National Disaster Management Office (NDMO).

However, in cases where no formal government exists, [key stakeholder] may instead refer to a civil society organisation, or some other non-state entity, that is generally recognized by the humanitarian and development community as best positioned to lead the emergency preparedness agenda.

- **‘relevant stakeholders’** refers to all stakeholders identified in the first process milestone ([Relevant stakeholders identified]) as being relevant for the entry-point in question.

Process milestones for ‘soft process’ entry-points

To guide the provision of support under the **soft process entry-points** (supporting stakeholders as they undertake policy revision, articulation of procedures, strengthening of coordination mechanisms, advocacy for financing, etc.), 23 process milestones are suggested:

1. **[Relevant stakeholders identified]**: the FBPP guides the *key stakeholder* as they conduct a **comprehensive stakeholder mapping exercise** at the outset of the engagement to ensure inclusivity and sustainability, identifying all stakeholders that are relevant to implementing the entry-point. These are referred to as *relevant stakeholders* in all following process milestones.

PM Indicator (General¹): No. of stakeholder mapping exercises completed.



As work on the entry-point proceeds, the **list of relevant stakeholders will evolve.**

See the [Stakeholder Mapping Guidance](#) document for more information.

2. **[ICD² materials developed]**: the FBPP supports the key stakeholder as they **identify any gaps in their knowledge** that are of relevance to taking the entry-point forward; and the FBPP and the key stakeholder jointly design context-specific *Internal capability development* (ICD) materials to address the identified knowledge gaps.

PM Indicator (General): No. of ICD tools or products developed.



Capability is different from *capacity*: **Capability** refers to having a specific skill, whereas **Capacity** refers to the person’s ability to apply that skill to a wider range of situations.

Capacity therefore includes the ability to conceptualise and generalise the underlying skillset, allowing an existing *capability* to be adapted to new contexts or situations.

Internal Capability Development (ICD) looks at developing a specific skillset (usually through some form of training). For this capability to be sustained once training is complete, all other aspects of the *capacity* transformation process need to be considered (see [ICS Fundamentals](#)).

3. **[ICD materials approved]**: the FBPP supports the key stakeholder as they network and **obtain formal validation and endorsement of the ICD materials** (designed in PM 2 above) so they can be used across a wider base of colleagues and/or integrated into institutionalised ICD materials.

PM Indicator (General): No. of ICD tools or products developed and approved by competent authority.

4. **[ICD delivered]**: The FBPP either (i) supports the key stakeholder as they undertake ICD

¹ The three categories of indicator – **General**, **Output** and **Outcome** – are described in detail in “[Using Output and Outcome Indicators for Project monitoring](#)” on page 9.

² **ICD** = Internal capability development.

themselves and/or (ii) supports the key stakeholder as they **provide ICD to the relevant stakeholders**, to enable them to take the next steps of the entry-point forward.

PM Indicator (Output): No. of ICD events completed.

5. **[CIDA³ strategy developed]**: The FBPP supports the key stakeholder as they **articulate a robust strategy to enable engagement, networking and advocacy** with decision-makers and/or implementers as may be required to take the entry-point to completion.

PM Indicator (Output): No. of CIDA strategies developed.

6. **[CIDA materials procured/developed]**: The FBPP supports the key stakeholder as they **develop critical products, channels, messages, etc. to effectively communicate needs, objectives** etc as relevant to the entry-point as a whole.

PM Indicator (General): No. of CIDA materials developed.

7. **[CIDA strategy implemented]**: The FBPP supports the key stakeholder as they **operationalise the CIDA strategy**.

PM Indicator (Outcome): No. of events organised for CIDA purposes.

8. **[CIDA end-users reached as per targets]**: The FBPP supports the key stakeholder as they **track outreach and coverage of the CIDA strategy**.

PM Indicator (Output⁴): No. of CIDA targeted recipients reached.

9. **[Advocacy undertaken]**: The FBPP supports the key stakeholder as they leverage the CIDA strategy to engage with relevant stakeholders in order to officially **secure their commitment to, and**

engagement in, the bigger initiatives to be spearheaded under the entry-point in question.

PM Indicator (General): No. of stakeholders engaged in development/revision processes

10. **[Expertise specifications developed]**: The FBPP supports the key stakeholder as they **draft and define terms of reference**, in collaboration with relevant stakeholders, to seek qualified external expertise to support the entry-point in question.

PM Indicator (General): No. of technical specifications and/or Terms of Reference finalised

11. **[Expertise contracted]**: The FBPP supports the key stakeholder as they **mobilise the relevant internal procurement/recruitment mechanisms** for institutional contracting of expertise.

PM Indicator: N/A.



To the greatest extent possible, ***the key stakeholder should undertake the recruitment*** of the expertise. Where

funding is an issue, there may be a case for FBPP transferring funds to the key stakeholder to facilitate this. Only under exceptional circumstances (project/host organisation policy forbids it, lack of transfer mechanisms between FBPP/host organisation and the key stakeholder, timing constraints, lack of capacity within the key stakeholder, etc.) should FBPP conduct the hiring on behalf the key stakeholder.

Even in this case, however, the key stakeholder should be involved in defining the ToR and deliverables of the expert and to the greatest extent possible, ensuring that remuneration packages are aligned with local market trends.

12. **[Preliminary review underway]**: The FBPP supports the key stakeholder as they **design,**

that is internal to completing this milestone, its PM indicator is an **output** indicator. PM 22, on the other hand, results in a strategy that is integral to the overall success of the entry point, so its indicator is marked as **outcome**.

³ CIDA = Communications, information dissemination, and advocacy

⁴ Note that PM 22 (within Soft Processes) has the same title and same indicator as PM 8. However, as PM 8 refers to a strategy

commission and undertake a baseline analysis of the context, programme, system etc. as may be warranted by the scope of the entry-point, so that the starting point for discussions, revision and/or enhancement is well documented, validated and evidence-based.

PM Indicator (General): No. of instrument, programme or system reviews underway

13. **[Preliminary review completed]**: The FBPP supports the key stakeholder as they finalise the baseline review, close the evidence-generation process (either internal or through external expertise) and **produce a final report of findings that can be circulated to all relevant stakeholders** as a basis for discussion.

PM Indicator (General): No. of instrument, programme or system reviews completed

14. **[Relevant stakeholders consent to engage]**: The FBPP supports the stakeholder as they leverage the earlier advocacy and dialogue, to **get back to relevant stakeholders with review findings and reaffirm their practical engagement** through a series of discussion events, meetings, etc.

PM Indicator (General): No. of stakeholders engaged in development/revision processes

15. **[Workplan developed]**: The FBPP supports the key stakeholder as they convene all relevant stakeholders to **define and agree on a workplan** to take discussions, revisions and submissions forward, as relevant to the entry-point in question.

PM Indicator (Output): No. of implementation plans developed

16. **[Discussion events organised]**: The FBPP supports the key stakeholder as they **coordinate the operationalisation of the agreed workplan** with relevant stakeholders by convening meetings, disseminating relevant information, documenting discussions and conclusions and strengthening overall project management.

PM Indicator (Output): No. of events organised for strategic and/or technical discussion and review purposes

17. **[Draft revision/proposal developed]**: The FBPP supports the key stakeholder as they coordinate and guide relevant stakeholders in **drafting or articulating the jointly defined and agreed to revisions or proposals** as relevant to the entry-point in question.

PM Indicator (General): No. of instrument, programme or system revisions drafted

18. **[Draft revision/proposal submitted]**: The FBPP supports the key stakeholder as they **submit the relevant-stakeholder-validated proposal to the competent authorities** for internal approval and endorsement.

PM Indicator (Output): No. of instrument, programme or system revisions submitted for approval

19. **[Revision/proposal endorsed]**: The FBPP supports the key stakeholder as they consistently **follow-up and advocate for formal endorsement of the proposal** submitted in collaboration with/on behalf of the relevant stakeholders.

PM Indicator (Outcome): No. of instrument, programme or system revisions endorsed

20. **[Roll-out plan developed]**: The FBPP supports the key stakeholder and the relevant stakeholders as they **articulate a detailed and costed implementation plan** to support operationalisation of the endorsed proposal, as relevant to the entry-point in question.

PM Indicator (Outcome): No. of implementation plans developed

21. **[CIDA strategy implemented]**: The FBPP supports the key stakeholder as they widely disseminate information on the **newly endorsed plans, policies, programmes** or other, to relevant stakeholders at all levels and to wider audiences as relevant to the entry-point.

PM Indicator (Outcome): No. of events organised for CIDA purposes



Note that **all entry-points contain two instances** of [CIDA strategy implemented].

The first instance, PM 7, is highly targeted. It seeks decision makers' approval to *start work on the current entry-point* and thus targets a specific subset of the relevant stakeholders.

The second instance, this PM, on the other hand, has a much broader focus. It seeks support for the newly endorsed plan/policy or programme (in PM 19 [Revision/proposal endorsed]) and thus targets a wider group comprising all relevant stakeholders and any other interested actors.

In both instances, the implementation follows the *strategy* defined in PM 5 [CIDA strategy developed].

22. [CIDA end-users reached as per targets]: The FBPP supports the key stakeholder as they effectively **track dissemination and coverage to ensure implementers and/or other key players have received all relevant information.**

PM Indicator (Outcome): No. of CIDA targeted recipients reached

23. [Roll-out targets reached]: The FBPP supports the key stakeholder as they **track operationalisation of the endorsed proposal**, as relevant to the entry-point in question.

PM Indicator (Outcome): Percentage of roll-out targets reached

Process milestones for 'hard process' entry-points

To guide support under the **hard process entry-points** (the supporting practical roll-out and

implementation of specific functions such as the roll-out of IMS/MIS, delivery of Training of trainers, roll-out of research and evidence generation exercises, etc.), 18 process milestones are suggested.

Note that many of the process milestones are common between soft process entry-points and hard-process entry-points. To simplify reading, the explanatory text for each common process milestone has been duplicated and identified with a '' prefix. Please note, however, that the **process milestone number may differ between hard and soft processes.***

1. *[Relevant stakeholders identified]: the FBPP guides the *key stakeholder* as they conduct a **comprehensive stakeholder mapping exercise** at the outset of the engagement to ensure inclusivity and sustainability, identifying all stakeholders that are relevant to implementing the entry-point. These are referred to as *relevant stakeholders* in all following process milestones.

PM Indicator (General⁵): No. of stakeholder mapping exercises completed



As work on the entry-point proceeds, the **list of relevant stakeholders will evolve.**

See the [Stakeholder Mapping Guidance](#) document for more information.

2. *[CIDA⁶ strategy developed]: The FBPP supports the key stakeholder as they **articulate a robust strategy to enable engagement, networking and advocacy** with decision-makers and/or implementers as may be required to take the entry-point to completion.

PM Indicator (General): No. of CIDA strategies developed

3. *[CIDA materials procured/developed]: The FBPP supports the key stakeholder as they **develop critical products, channels, messages, etc. to effectively communicate needs, objectives** etc as relevant to the entry-point as a whole.

⁵ The three categories of indicator – **General**, **Output** and **Outcome** – are described in detail in "[Using Output and Outcome Indicators for Project monitoring](#)" on page 9.

⁶ **CIDA** = Communications, information dissemination, and advocacy

PM Indicator (General): No. of CIDA materials developed

4. ***[CIDA strategy implemented]**: The FBPP supports the key stakeholder as they **operationalise the CIDA strategy**.

PM Indicator (General): No. of events organised for CIDA purposes

5. ***[CIDA end-users reached as per targets]**: The FBPP supports the key stakeholder as they **track outreach and coverage of the CIDA strategy**.

PM Indicator (Output⁷): No. of CIDA targeted recipients reached

6. ***[Advocacy undertaken]**: The FBPP supports the key stakeholder as they leverage the CIDA strategy to engage with relevant stakeholders in order to officially **secure their commitment to, and engagement in, the bigger initiatives** to be spearheaded under the entry-point in question.

PM Indicator (General): No. of stakeholders engaged in development/revision processes

7. ***[Expertise specifications developed]**: The FBPP supports the key stakeholder as they **draft and define terms of reference**, in collaboration with relevant stakeholders, to seek qualified external expertise to support the entry-point in question.

PM Indicator (General): No. of technical specifications and/or Terms of Reference finalised

8. ***[Expertise contracted]**: The FBPP supports the key stakeholder as they **mobilise the relevant internal procurement/recruitment mechanisms** for institutional contracting of expertise.

PM Indicator: N/A.

Note: Please see the box on page 5 entitled: *“To the greatest extent possible, the key stakeholder should undertake the recruitment of the expertise.”*

9. ***[Roll-out plan developed]**: The FBPP supports the key stakeholder and the relevant stakeholders as they **articulate a detailed and costed implementation plan** to support operationalisation of the endorsed proposal, as relevant to the entry-point in question.

PM Indicator (Outcome): No. of implementation plans developed

10. **[Roll-out plan integrated across the board]**: The FBPP supports the key stakeholder as they guide relevant stakeholders in **explicitly integrating and reflecting roll-out/implementation implications into their own workplans**, for proper planning, resourcing and timing.

PM Indicator: N/A.

11. **[Materials and equipment procured]**: The FBPP supports the key stakeholder as they **quantify and procure tangible assets, platforms or infrastructure** as may be relevant and required to support implementation, through internal institutional mechanisms and in line with institutional procurement and contracting practices.

PM Indicator (General): No. of items procured



As with **[Expertise contracted]**, **the key stakeholder should undertake the procurement**. Where funding is an issue, there may be a case for FBPP transferring funds to the key stakeholder to facilitate this. Only under exceptional circumstances (project/host organisation policy forbids it, lack of transfer mechanisms between FBPP/host organisation and the key stakeholder, timing constraints, lack of capacity within the key stakeholder, etc.) should FBPP conduct the procurement on behalf the key stakeholder.

⁷ Note that PM 16 (within Hard Processes) has the same title and same indicator as PM 5. However, as PM 5 refers to a strategy that is internal to completing this milestone, its PM indicator is

an **output** indicator. PM 16, on the other hand, results in a strategy that is integral to the overall success of the entry point, so its indicator is marked as **outcome**.

Even in this case, however, the key stakeholder should be involved in both defining the tender documents and observing, where possible, the assessment and award process.

12. **[ICD⁸ materials developed]**: The FBPP supports the key stakeholder as they jointly **develop, obtain, customise the necessary practical and operational materials to support the internal capability development** essential for proper implementation.

PM Indicator (General): No. of ICD tools or products developed

13. ***[ICD materials approved]**: the FBPP supports the key stakeholder as they network and **obtain formal validation and endorsement of the ICD materials** (designed in PM 12 above) so they can be used across a wider base of colleagues and/or integrated into institutionalised ICD materials.

PM Indicator (General): No. of ICD tools or products developed and approved by competent authority

14. ***[ICD delivered]**: The FBPP either (i) supports the key stakeholder as they undertake ICD themselves and/or (ii) supports the key stakeholder as they **provide ICD to the relevant stakeholders**, to enable them to take the next steps of the entry-point forward.

PM Indicator (Output): No. of ICD events completed

15. ***[CIDA strategy implemented]**: The FBPP supports the key stakeholder as they **operationalise the CIDA strategy**.

PM Indicator (Outcome): No. of events organised for CIDA purposes

16. ***[CIDA end-users reached as per targets]**: The FBPP supports the key stakeholder as they **track outreach and coverage of the CIDA strategy**.

PM Indicator (Outcome): No. of CIDA targeted recipients reached

17. **[Materials and equipment distributed]**: The FBPP supports the key stakeholder as they **physically distribute, allocate and position relevant assets, materials and other items procured to support implementation** with the various actors and formally documenting the process of handover and accountability for retention, maintenance and usage at each level/actor.

PM Indicator (General): No. of items distributed

18. **[Roll-out targets reached]**: The FBPP supports stakeholder as they **track and monitor effective use and implementation performance** as per earlier validated workplan/roadmap.

PM Indicator (Outcome): Percentage of roll-out targets reached

Using Output and Outcome Indicators for Project monitoring

The indicators for each of the process milestones described above can be divided into three categories:

- **General** indicators are used for process milestones that need to be completed in order for subsequent tasks to move forward. In other words, that milestone only becomes meaningful in relation to the subsequent tasks it enables. For example: process milestones with the indicator ‘No. of Stakeholder mapping exercises completed’ only become useful if something is then done with the results of the stakeholder mapping in subsequent processes.
- **Output** indicators (shown in light yellow below) document tangible incremental deliverables and progress towards the specific capacity outcomes for an entry-point). They identify short- to medium-term results and substantiate claims of

⁸ ICD = Internal capability development. See also box on page 4 entitled “[Capability is different from capacity: Capability refers](#)

[to having a specific skill, whereas Capacity refers to the person’s ability to apply that skill to a wider range of situations”](#)

contribution to (i) outcome level changes (see next heading) and (ii) stakeholder or systemic growth.

- Finally, **Outcome** indicators (shown in darker yellow below) denotes completion or fulfilment of an entry point, thus indicate

investments have come to fruition. These generally occur in the last few process milestones of each entry-point.

The table below summarises the **Output** and **Outcome** indicators within the process milestones:

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

Process Milestone	Indicator (<i>abbreviated</i>)	Output	Outcome	Results	Growth
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		✓	✓	✓

For a more detailed discussion on how the process milestones and their underlying indicators contribute to project monitoring, please refer to the [FBPP In-Country Monitoring Guidance](#). The guidance also describes how the indicators above and the [Capacity Needs Mapping](#) tool are complementary, providing shorter- and longer-term outcome measures, all aligned with the capacity bundles described in the [Theory of Change](#).

Entry-points by type and Project phase

Element	Description	Page No.	Hard/Soft	FBPP Phase
Pathway 1	The HSC&L policy and regulatory environment	13		II
Bundle 1.1	HSC&L Sectoral instruments	13		II
Entry-Point 1.1.1	Support [Key Stakeholder] in developing and promoting evidence-based national preparedness policies, legislation and other relevant regulatory instruments	14	S	II
Bundle 1.2	Multi-sectoral integration of HSC&L	15		II
Entry-Point 1.2.1	Support [Key Stakeholder] in achieving relevant integration of HSC&L preparedness objective, roles and responsibilities in other sector-specific instruments	15	S	II
Bundle 1.3	International and regional HSC&L partnerships	16		II
Entry-Point 1.3.1	Support [Key Stakeholder] in increasing engagement in relevant global and regional fora (including through South-South Cooperation - SSC) on the topic of HSC&L Preparedness	16	S	II
Pathway 2	HSC&L Institutional effectiveness and accountability	18		I, II, III
Bundle 2.1	HSC&L institutional mandate and recognition	18		II
Entry-Point 2.1.1	Support [Key Stakeholder] in strengthening institutional mandate and recognition	18	S	II
Bundle 2.2	HSC&L coordination mechanisms and accountability	19		I
Entry-Point 2.2.1	Support [Key Stakeholder] in strengthening relevant HSC&L Preparedness coordination mechanisms	19	S	I
Bundle 2.3	HSC&L information dissemination mechanisms	20		I, II
Entry-Point 2.3.1	Support [Key Stakeholder] in strengthening effective dissemination of relevant information around HSC&L preparedness	20	S	I, II
Entry-Point 2.3.2	Support [Key Stakeholder] in strengthening internal capabilities in Communications and Advocacy	22	S	II
Bundle 2.4	HSC&L process optimisation	23		I, III
Entry-Point 2.4.1	Support [Key Stakeholder] in carrying out HSC&L business process analysis to identify opportunities for optimization, and where relevant, specifically through digitalization	23	S	I
Entry-Point 2.4.2	Support [Key Stakeholder] in designing and developing more efficient, effective and economic HSC&L business process models and operations	24	S	III
Entry-Point 2.4.3	Support [Key Stakeholder] in rolling out optimised HSC&L business models and operational processes	25	H	III
Entry-Point 2.4.4	Support [Key Stakeholder] in reviewing design of existing HSC&L IMS/MISs	26	S	I
Entry-Point 2.4.5	Support [Key Stakeholder] in developing and rolling out enhanced digital HSC&L IMS/MISs	27	H	III
Bundle 2.5	Evidence-based approach for HSC&L	28		II, III
Entry-Point 2.5.1	Support [Key Stakeholder] in strengthening relevant HSC&L M&E practices and procedures	29	S	III

Element	Description	Page No.	Hard/Soft	FBPP Phase
Entry-Point 2.5.2	Support [Key Stakeholder] with Training-of-Trainers in improved/revised M&E for HSC&L	30	H	III
Entry-Point 2.5.3	Support [Key Stakeholder] in ensuring evidence informs the HSC&L preparedness solutions	30	S	II
Bundle 2.6	HSC&L assets, platforms and infrastructure	32		I, III
Entry-Point 2.6.1	Support [Key Stakeholder] in designing and developing HSC&L assets, platforms and/or infrastructure	32	S	I
Entry-Point 2.6.2	Support [Key Stakeholder] in utilizing, maintaining and managing HSC&L assets, platforms and/or infrastructure	33	H	III
Bundle 2.7	National/local HSC&L partnerships	34		I
Entry-Point 2.7.1	Support [Key Stakeholder] in strengthening national and local HSC&L partnerships	34	S	I
Pathway 3	Strategic planning and financing for HSC&L	35		II
Bundle 3.1	Value proposition of HSC&L	35		II
Entry-Point 3.1.1	Support [Key Stakeholder] in articulating relevant evidence-based HSC&L preparedness value proposition statements	35	S	II
Bundle 3.2	Strategic planning for HSC&L	36		II
Entry-Point 3.2.1	Support [Key Stakeholder] in articulating strategic roadmaps and/or costed action plans for HSC&L preparedness	37	S	II
Bundle 3.3	Sustainable financing for HSC&L	38		II
Entry-Point 3.3.1	Support [Key Stakeholder] in advocating for required financing mechanisms and models for HSC&L preparedness	38	S	II
Bundle 3.4	Financial management systems	39		II
Entry-Point 3.4.1	Support [Key Stakeholder] in designing and developing digital financial IMS/MISs for HSC&L preparedness	39	S	II
Entry-Point 3.4.2	Support [Key Stakeholder] in rolling-out relevant digital financial IMS/MISs for HSC&L preparedness	40	H	II
Pathway 4	The National HSC&L Preparedness plan	41		I, III
Bundle 4.1	Design of the HSC&L Preparedness Plan	41		I
Entry-Point 4.1.1	Support [Key Stakeholder] in strengthening the design of the National HSC&L Preparedness Plan	42	S	I
Bundle 4.2	HSC&L Preparedness Plan implementation	43		III
Entry-Point 4.2.1	Support [Key Stakeholder] in strengthening operational implementation of the National HSC&L Preparedness Plan	43	S	III
Bundle 4.3	Stakeholder HSC&L implementation capacity	44		III
Entry-Point 4.3.1	Support [Key Stakeholder] to institutionalise capacity strengthening in critical HSC&L skills and knowledge	45	S	III
Entry-Point 4.3.2	Support [Key Stakeholder] with Training-of-Trainers in improved/revised HSC&L operational implementation	46	H	III

Element	Description	Page No.	Hard/Soft	FBPP Phase
Entry-Point 4.3.3	Support [Key Stakeholder] with operational implementation of the National HSC&L Preparedness Plan	47	H	III
Bundle 4.4	Accountability and Grievance management	48		III
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	48	S	III
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	49	S	III
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	50	H	III
Pathway 5	Engagement of other actors in HSC&L	51		I, III
Bundle 5.1	In HSC&L Preparedness Plan design	52		I
Entry-Point 5.1.1	Support [Key Stakeholder] in increasing engagement of other actors in the design of the National HSC&L Preparedness Plan	52	S	I
Bundle 5.2	In HSC&L Preparedness Plan implementation	53		III
Entry-Point 5.2.1	Support [Key Stakeholder] in increasing engagement of other actors in National HSC&L Preparedness Plan implementation	53	S	III
Entry-Point 5.2.2	Support [Key Stakeholder] in increasing engagement of other actors in HSC&L Preparedness M&E	54	S	III
Bundle 5.3	Research, development and innovation in HSC&L	56		III
Entry-Point 5.3.1	Support [Key Stakeholder] in establishing a relevant HSC&L research, development and innovation agenda	56	S	III
Bundle 5.4	Sustainable human capital in HSC&L	57		III
Entry-Point 5.4.1	Support [Key Stakeholder] in developing higher-level educational programmes to build relevant national professional capacity in HSC&L	57	S	III
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	58	S	III



Before reading this section, please refer to the process milestone guidance on pages 4 – 9.

Pathway 1 The HSC&L policy and regulatory environment

Bundle 1.1 HSC&L Sectoral instruments

Desired capacities⁹. A relevant national emergency preparedness and response policy/regulatory instrument that clearly outlines essential supply chain and logistics preparedness considerations and objectives exists and has been endorsed by competent authorities. It addresses

⁹ 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.

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

Entry-Point 1.1.1 Support [Key Stakeholder]¹⁰ in developing and promoting evidence-based national preparedness policies, legislation and other relevant regulatory instruments

Process milestones¹¹

1. **[Relevant stakeholders identified]:** [Key Stakeholder] has finalised a list of actors (i.e., 'relevant stakeholders') to be approached for advocacy, discussions and engagement on the topic of

developing or revising relevant national emergency/preparedness regulatory frameworks to better reflect HSC&L objectives and targets.

2. **[ICD materials developed]:** [ICD materials/package/mechanism] to enhance stakeholder capacities in HSC&L policy design/analysis/revision developed/revised under guidance/leadership of [Key Stakeholder] and in collaboration with relevant stakeholders
3. **[ICD materials approved]:** [ICD materials/package/mechanism] endorsed by relevant authorities
4. **[ICD delivered]:** Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
5. **[CIDA strategy developed]:** CIDA strategy and workplan developed by [Key Stakeholder] to ensure relevant information on the HSC&L policy design/revision process reaches interested parties, including relevant stakeholders, at all levels
6. **[CIDA materials procured/developed]:** Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
7. **[CIDA strategy implemented]:** Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
8. **[CIDA end-users reached as per targets]:** CIDA recipients reached as per established targets
9. **[Advocacy undertaken]:** Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of HSC&L-related issues, needs and plans to develop or review relevant national emergency/preparedness regulatory frameworks to better reflect HSC&L objectives and targets
10. **[Expertise specifications developed]:** Technical specifications/Terms of Reference for external expertise or suppliers to support the HSC&L policy review/development process (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders

¹⁰ See 'key stakeholder' discussion on page 3.

¹¹ 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 the HSC&L policy or other relevant instrument under discussion spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway
13. **[Preliminary review completed]**: Full review of the HSC&L policy or other relevant instrument under discussion spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, completed
14. **[Relevant stakeholder consent to engage]**: Building on preliminary review findings relevant stakeholders agree to engage in further revision and/or development discussions
15. **[Workplan developed]**: Programme of work to create/revise policy, programme or system finalised by [Key Stakeholder] in collaboration with relevant stakeholders
16. **[Discussion events organised]**: Discussions or events organised/chaired by [Key Stakeholder] with relevant stakeholders identified to discuss preliminary development or review of relevant national emergency/preparedness regulatory frameworks to better reflect HSC&L objectives and targets
17. **[Draft revision/proposal developed]**: Building on findings from the review, a draft proposal/revision of relevant national emergency/preparedness regulatory frameworks to better reflect HSC&L objectives and targets prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders
18. **[Draft revision/proposal submitted]**: New/revise HSC&L policy or other instrument developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: New/revise HSC&L policy or other instrument developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]**: Roll-out/implementation plan for the new/revise HSC&L policy or other instrument developed by [Key Stakeholder] in collaboration with relevant stakeholders
21. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
22. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
23. **[Roll-out targets reached]**: Endorsed HSC&L policy or other instrument rolled-out and/or under implementation at all levels as per established targets.

Bundle 1.2 Multi-sectoral integration of HSC&L

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

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

Process milestones

1. **[Relevant stakeholders identified]**: [Key Stakeholder] has finalised a list of actors (i.e., 'relevant stakeholders') to be approached for advocacy, discussions and engagement on the topic of integrating key HSC&L objectives and targets into relevant sector-specific policies and regulatory frameworks.
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in relevant policy review and analysis developed/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 value of integrating HSC&L objectives and targets into relevant sector-specific policies and frameworks reaches interested parties, at all levels

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

Bundle 1.3 International and regional HSC&L partnerships

Desired capacities. Stakeholders spearhead South-South Cooperation engagements and/or are recognised as leaders in developments and achievements in national (and regional) supply chain and logistics preparedness. There is frequent and continuous engagement in – or partnership with – relevant international and/or regional players and fora, as a result of which intentional and documented actions to enhance national (or regional, where applicable) supply chain and logistics behaviours and/or practices have emerged.

Entry-Point 1.3.1 Support [Key Stakeholder] in increasing engagement in relevant global and regional fora (including through South-South Cooperation - SSC) on the topic of HSC&L Preparedness

Process milestones

1. **[Relevant stakeholders identified]:** [Key Stakeholder] has finalised a list of actors (i.e., 'relevant stakeholders') to be approached for advocacy, discussions and engagement on the topic of expanding international and regional engagement, South-South Cooperation and knowledge sharing.
2. **[ICD materials developed]:** [ICD materials/package/mechanism] to enhance stakeholder capacities or knowledge of key international and regional fora, platforms, events and opportunities for engagement developed/ revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
3. **[ICD materials approved]:** [ICD materials/package/mechanism] endorsed by relevant authorities.
4. **[ICD delivered]:** Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
5. **[CIDA strategy developed]:** CIDA strategy and workplan developed by [Key Stakeholder] to ensure information about the value of - and opportunities for - increasing international and regional engagement and South-South Cooperation reaches interested parties, at all levels
6. **[CIDA materials procured/developed]:** Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
7. **[CIDA strategy implemented]:** Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
8. **[CIDA end-users reached as per targets]:** CIDA recipients reached as per established targets
9. **[Advocacy undertaken]:** Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of relevant issues, needs and plans for increasing international and regional relations and South-South Cooperation, and to identify concrete appetite and opportunities
10. **[Expertise specifications developed]:** Technical specifications/Terms of Reference for external expertise to support or broker networks and connections and the partnership-building processes (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
11. **[Expertise contracted]:** External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
12. **[Preliminary review underway]:** Full landscape analysis of the current state of international and regional engagements relevant to HSC&L, by sector, status and active contacts spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]:** Full landscape analysis completed
14. **[Relevant stakeholder consent to engage]:** Building on preliminary review findings stakeholders approached agree to engage in further revision and/or development discussions
15. **[Workplan developed]:** Programme of work to create new- and strengthen existing - international, regional and other South-South Cooperation relationships/partnerships for HSC&L finalised by [Key Stakeholder] in collaboration with relevant stakeholders.
16. **[Discussion events organised]:** Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary drafting of revised strategy, instrument, programme or system
17. **[Draft revision/proposal developed]:** Building on findings from the landscape analysis, a draft Partnership Action Plan prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]:** The Partnership Action Plan developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]:** The Partnership Action Plan developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]:** Roll-out/implementation plan for the Partnership Action Plan developed by [Key Stakeholder] in collaboration with relevant stakeholders.
21. **[CIDA strategy implemented]:** Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
22. **[CIDA end-users reached as per targets]:** CIDA recipients reached with new information as per established targets

23. **[Roll-out targets reached]:** Endorsed Partnership Action Plan rolled-out and/or under implementation at all levels as per established targets.

Pathway 2 HSC&L Institutional effectiveness and accountability

Bundle 2.1 HSC&L institutional mandate and recognition

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

Entry-Point 2.1.1 Support [Key Stakeholder] in strengthening institutional mandate and recognition

Process milestones

1. **[Relevant stakeholders identified]:** [Key Stakeholder] has finalised a list of actors (i.e., 'relevant stakeholders') to be approached for advocacy, discussions and engagement on the topic of mandate and recognition of the lead agency mandated to oversee the HSC&L agenda in country.
2. **[ICD materials developed]:** [ICD materials/package/mechanism] to enhance stakeholder capacities in relevant issues developed/revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
3. **[ICD materials approved]:** [ICD materials/package/mechanism] endorsed by relevant authorities.
4. **[ICD delivered]:** Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets

5. **[CIDA strategy developed]:** CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on initiatives to strengthen, refine and socialise the mandate of the lead HSC&L agency in country reaches interested parties, at all levels
6. **[CIDA materials procured/developed]:** Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
7. **[CIDA strategy implemented]:** Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
8. **[CIDA end-users reached as per targets]:** CIDA recipients reached as per established targets
9. **[Advocacy undertaken]:** inbuilding on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of relevant issues, needs and plans in relation to strengthening, refining and socialising the mandate of the lead HSC&L agency in country
10. **[Expertise specifications developed]:** Technical specifications/Terms of Reference for external expertise or suppliers to support the institutional positioning process (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
11. **[Expertise contracted]:** External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
12. **[Preliminary review underway]:** Landscape analysis of key stakeholder perceptions of the mandate and role of the lead HSC&L institution spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]:** Landscape analysis of stakeholder perceptions spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, completed.
14. **[Relevant stakeholder consent to engage]:** Building on preliminary review findings stakeholders approached agree to engage in further revision and/or development discussions
15. **[Workplan developed]:** Programme of work for elaborating (defining) and socialising the strengthened mandate and role of the lead HSC&L institution across all stakeholders finalised by [Key Stakeholder] in collaboration with relevant stakeholders.

16. **[Discussion events organised]**: Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary drafting of revised strategy, instrument, programme or system
17. **[Draft revision/proposal developed]**: Building on findings from the landscape analysis, a draft proposal/plan of action to revitalise and socialise the mandate and role of the lead HSC&L institution across all relevant stakeholders prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: Draft action plan developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: Draft Action Plan developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]**: Roll-out/implementation plan for the Action Plan to revitalise and socialise the mandate and role of the lead HSC&L institution developed by [Key Stakeholder] in collaboration with relevant stakeholders.
21. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
22. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
23. **[Roll-out targets reached]**: Endorsed Action Plan rolled-out and/or under implementation at all levels as per established targets.

Bundle 2.2 HSC&L coordination mechanisms and accountability

Desired capacities. *A multi-sectorial and multi-actor coordination mechanism critical to promoting national humanitarian supply chain and logistics preparedness is in place and oversees the implementation of the National Humanitarian Supply Chain and Logistics Preparedness Plan (see below). It is effective and involves all relevant sectors, stakeholders and partners, and roles and responsibilities of all players across various functions are clearly articulated and known to all members. It is functional at national, sub-national and local levels. Reporting lines between decentralised branches of the coordination mechanism are well-defined and functional.*

Accountability lines across all relevant stakeholders at national, sub-national, local and facility levels are clearly defined, widely known by all stakeholders, and fully functioning. As relevant, other sector-specific coordination mechanisms integrate related objectives into their agenda.

Entry-Point 2.2.1 Support [Key Stakeholder] in strengthening relevant HSC&L Preparedness coordination mechanisms

Process milestones

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

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

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

the main HSC&L coordination mechanisms developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority

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

Bundle 2.3 HSC&L information dissemination mechanisms

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

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

Process milestones

1. **[Relevant stakeholders identified]:** [Key Stakeholder] has finalised a list of actors (i.e., 'relevant stakeholders') to be approached for advocacy,

discussions and engagement on the topic of enhancing internal (and external) information dissemination processes, procedures and platforms.

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

22. **[CIDA end-users reached as per targets]:** CIDA recipients reached with new information as per established targets
23. **[Roll-out targets reached]:** Endorsed information dissemination processes, procedures and platforms rolled-out and/or under implementation at all levels as per established targets.

Entry-Point 2.3.2 Support [Key Stakeholder] in strengthening internal capabilities in Communications and Advocacy

Process milestones

1. **[Relevant stakeholders identified]:** [Key Stakeholder] has finalised a list of actors (i.e., 'relevant stakeholders') to be approached for advocacy, discussions and engagement on the topic of strengthening internal capabilities in Communications and Advocacy (as disciplines).
2. **[ICD materials developed]:** [ICD materials/package/mechanism] to enhance stakeholder capacities in Communications and Advocacy developed/ revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
3. **[ICD materials approved]:** [ICD materials/package/mechanism] endorsed by relevant authorities.
4. **[ICD delivered]:** Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
5. **[CIDA strategy developed]:** CIDA strategy and workplan developed by [Key Stakeholder] to ensure information about ongoing efforts and plans to strengthen internal capacities in Communications and Advocacy reaches interested parties, at all levels
6. **[CIDA materials procured/developed]:** Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
7. **[CIDA strategy implemented]:** Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
8. **[CIDA end-users reached as per targets]:** CIDA recipients reached as per established targets
9. **[Advocacy undertaken]:** Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of the needs and plans to invest in strengthening internal capabilities in Communications and Advocacy
10. **[Expertise specifications developed]:** Technical specifications/Terms of Reference for external expertise or suppliers to support internal capability development in Communications and Advocacy (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
11. **[Expertise contracted]:** External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
12. **[Preliminary review underway]:** Internal learning needs analysis (LNA) in relation to Communications and Advocacy needs spearheaded by [Key Stakeholder] in collaboration with other key actors (likely HR function), designed and underway
13. **[Preliminary review completed]:** Internal learning needs analysis (LNA) spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, completed.
14. **[Relevant stakeholder consent to engage]:** Building on preliminary review findings stakeholders approached agree to engage in further revision and/or development discussions
15. **[Workplan developed]:** Programme of work to elaborate a long-term, institutionalised internal capability development (ICD) plan for Communications and Advocacy finalised by [Key Stakeholder] in collaboration with relevant stakeholders.
16. **[Discussion events organised]:** Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary drafting of revised strategy, instrument, programme or system
17. **[Draft revision/proposal developed]:** Building on findings from the LNA, a draft ICD Action Plan for Communications and Advocacy prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]:** ICD Action Plan for Communications and Advocacy developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]:** ICD Action Plan for Communications and Advocacy developed under

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

20. **[Roll-out plan developed]**: Roll-out/implementation plan for the ICD Action Plan for Communications and Advocacy developed by [Key Stakeholder] in collaboration with relevant stakeholders.
21. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
22. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
23. **[Roll-out targets reached]**: Endorsed ICD Action Plan for Communications and Advocacy rolled-out and/or under implementation at all levels as per established targets.

Bundle 2.4 HSC&L process optimisation

Desired capacities. *The national humanitarian supply chain and logistics preparedness plan integrates a clearly articulated and fully costed process optimisation strategy that will increase the effectiveness, efficiency and economy of the HSC&L sector. Where feasible this will enable important social and environmental benefits by increasing efficiency and reducing energy consumption and emissions. Where relevant, the plan provides a framework for the use of digital processes and tools to support effective and efficient supply chain and logistics preparedness, and a full workflow and business process analysis of logistics preparedness operational and/or information management requirements has been completed, and resulted in a revised - or is being used to revise - streamlined (and digitalised where relevant) business model for national humanitarian supply chain and logistics preparedness, particularly relating to decentralized preparedness actions and last mile delivery tracking. A comprehensive process optimisation action plan (and digitisation plan, where relevant) has been or is being rolled out to optimise and/or digitise critical logistics preparedness implementation approaches and data at all levels of preparedness action. This may include (but does not oblige) a formal, centralised, digital IMS/MIS, 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 IMS/MIS or aiming to connect disparate digital solutions, inter-operability across relevant and related systems is a priority and under development where not already optimised – including but not limited to relevant*

programme platforms to optimise performance and accountability and ensure “the right services are provided to the right people at the right time” (e.g. alignment with and/or support to shock-responsive social service and assistance programmes and safety nets). Data quality control and compliance mechanisms and data-sharing protocols are clearly defined, in place and enforced. Data that supports reporting on institutional accountability, which is done regularly and systematically, is available in digital format.

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

Process milestones

1. **[Relevant stakeholders identified]**: [Key Stakeholder] has finalised a list of actors (i.e., ‘relevant stakeholders’) to be approached for advocacy, discussions and engagement on the topic of optimising HSC&L business processes and launching an HSC&L business process analysis
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in HSC&L business process analysis and SC&L process optimisation developed/revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
3. **[ICD materials approved]**: [ICD materials/package/mechanism] endorsed by relevant authorities.
4. **[ICD delivered]**: Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
5. **[CIDA strategy developed]**: CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on plans and opportunities to explore HSC&L business process optimisation through an in-depth business process analysis reaches interested parties, at all levels
6. **[CIDA materials procured/developed]**: Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]

7. **[CIDA strategy implemented]**: Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
8. **[CIDA end-users reached as per targets]**: CIDA recipients reached as per established targets
9. **[Advocacy undertaken]**: Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of relevant issues, needs and plans to undertake an HSC&L business process analysis
10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the HSC&L business process analysis process (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
11. **[Expertise contracted]**: External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
12. **[Preliminary review underway]**: Full HSC&L business process analysis spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Full HSC&L business process analysis spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, completed.
14. **[Relevant stakeholder consent to engage]**: Building on preliminary review findings stakeholders approached agree to engage in further revision and/or development discussions
15. **[Workplan developed]**: Programme of work to share and validate HSC&L business process analysis with key stakeholders finalised by [Key Stakeholder] in collaboration with relevant stakeholders.
16. **[Discussion events organised]**: Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary drafting of revised strategy, instrument, programme or system
17. **[Draft revision/proposal developed]**: Building on findings from the HSC&L business process analysis, a draft HSC&L Business Process Analysis Report prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: HSC&L Business Process Analysis Report developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: HSC&L Business Process Analysis Report developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]**: Roll-out/implementation plan (next steps) for the HSC&L Business Process Analysis Report developed by [Key Stakeholder] in collaboration with relevant stakeholders.
21. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
22. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
23. **[Roll-out targets reached]**: NA.

Entry-Point 2.4.2 Support [Key Stakeholder] in designing and developing more efficient, effective and economic HSC&L business process models and operations

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 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
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/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 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 2.4.4 Support [Key Stakeholder] in reviewing design of existing HSC&L IMS/MISs

Process milestones

1. **[Relevant stakeholders identified]:** [Key Stakeholder] has finalised a list of actors (i.e., 'relevant stakeholders') to be approached for advocacy, discussions and engagement around revising the information management system in question
2. **[ICD materials developed]:** [ICD materials/package/mechanism] to enhance stakeholder capacities in IMS/MIS architecture and work-flow analysis and review developed/revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
3. **[ICD materials approved]:** [ICD materials/package/mechanism] endorsed by relevant authorities.
4. **[ICD delivered]:** Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
5. **[CIDA strategy developed]:** CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on the IMS/MIS review process reaches interested parties, at all levels
6. **[CIDA materials procured/developed]:** Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
7. **[CIDA strategy implemented]:** Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
8. **[CIDA end-users reached as per targets]:** CIDA recipients reached as per established targets

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

Entry-Point 2.4.5 Support [Key Stakeholder] in developing and rolling out enhanced digital HSC&L IMS/MISs

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 workplan 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 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 IMS/MISs (e.g. EIMS, HIMS, LIMS, 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 officially 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

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

Process milestones

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

22. [CIDA end-users reached as per targets]: CIDA recipients reached with new information as per established targets
23. [Roll-out targets reached]: Endorsed recommendations for strengthening evidence-based policy and programme decision-making and practices rolled-out and/or under implementation at all levels as per established targets.

Bundle 2.6 HSC&L assets, platforms and infrastructure

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

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

Process milestones

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

stakeholders') to be approached for advocacy, discussions and engagement around designing and developing HSC&L assets, platforms and/or infrastructure

2. [ICD materials developed]: [ICD materials/package/mechanism] to enhance stakeholder capacities in and familiarity with HSC&L assets, platforms and/or infrastructure developed/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 design and develop HSC&L assets, platforms and/or infrastructure reaches interested parties, at all levels
6. [CIDA materials procured/developed]: Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
7. [CIDA strategy implemented]: Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
8. [CIDA end-users reached as per targets]: CIDA recipients reached as per established targets
9. [Advocacy undertaken]: Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of relevant issues, needs and plans to design and develop HSC&L assets, platforms and/or infrastructure
10. [Expertise specifications developed]: Technical specifications/Terms of Reference for external expertise or suppliers to support the HSC&L asset, platform and/or infrastructure review/development (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
11. [Expertise contracted]: External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.

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

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 workplan 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 2.7 National/local HSC&L partnerships

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

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

Process milestones

1. [Relevant stakeholders identified]: [Key Stakeholder] has finalised a list of current and potential local partners to be approached for advocacy, discussions and engagement (formalised partnership)
2. [ICD materials developed]: [ICD materials/package/mechanism] to enhance stakeholder capacities in partnerships, procurement and contracting developed/ revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
3. [ICD materials approved]: [ICD materials/package/mechanism] endorsed by relevant authorities.
4. [ICD delivered]: Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
5. [CIDA strategy developed]: CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on the evolving vision around local partnerships reaches interested parties, at all levels
6. [CIDA materials procured/developed]: Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]

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

Pathway 3 Strategic planning and financing for HSC&L

Bundle 3.1 Value proposition of HSC&L

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

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

Process milestones

1. **[Relevant stakeholders identified]**: [Key Stakeholder] has finalised a list of actors (i.e., 'relevant stakeholders') to be approached for advocacy,

discussions and engagement on HSC&L value proposition / return on investment

2. **[ICD materials developed]:** [ICD materials/package/mechanism] to enhance stakeholder capacities in return on investment analysis and/or articulating value proposition for resource mobilisation purposes developed/ 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 generate evidence and articulate a clear value proposition for HSC&L reaches interested parties, at all levels
6. **[CIDA materials procured/developed]:** Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
7. **[CIDA strategy implemented]:** Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
8. **[CIDA end-users reached as per targets]:** CIDA recipients reached as per established targets
9. **[Advocacy undertaken]:** Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of relevant issues, needs and plans to generate evidence and articulate a clear value proposition for HSC&L
10. **[Expertise specifications developed]:** Technical specifications/Terms of Reference for external expertise or suppliers to support the review/development process (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
11. **[Expertise contracted]:** External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
12. **[Preliminary review underway]:** Full evidence-generation analysis/study/research exercise spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]:** Full evidence-generation analysis/study/research exercise spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, completed.
14. **[Relevant stakeholder consent to engage]:** Building on preliminary review findings stakeholders approached agree to engage in further revision and/or development discussions
15. **[Workplan developed]:** Programme of work to articulate evidence-based HSC&L value proposition statement finalised by [Key Stakeholder] in collaboration with relevant stakeholders.
16. **[Discussion events organised]:** Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary drafting of revised strategy, instrument, programme or system
17. **[Draft revision/proposal developed]:** Building on the evidence generated, a draft value proposition / return on investment statement for HSC&L preparedness prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]:** Draft value proposition / return on investment statement for HSC&L preparedness developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]:** Draft value proposition / return on investment statement for HSC&L preparedness developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]:** NA
21. **[CIDA strategy implemented]:** Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
22. **[CIDA end-users reached as per targets]:** CIDA recipients reached with new information as per established targets
23. **[Roll-out targets reached]:** NA.

Bundle 3.2 Strategic planning for HSC&L

Desired capacities. A Costed Implementation Plan (CIP) to guide implementation of the national humanitarian supply chain and logistics preparedness plan exists and reflects

considerations for effectiveness, efficiency and economy of implementation at central, sub-national and local levels. It is informed by decentralised, local government budgets and needs and local governments have been adequately consulted and engaged in the process of refining the CIP. In this regard, all implementers (at all levels) have the capacity to plan and budget accurately. Resources required to support asset, platform and infrastructural expansion and/or rehabilitation – as needed at all levels – are accurately reflected and quantified. Resources required to sustain and implement research, development and innovation in logistics preparedness, effective M&E, grievance management and emerging digitisation and digitalisation strategies for national humanitarian supply chain and logistics preparedness at all levels, are also clearly reflected and quantified. The CIP addresses the support needs of the institution/s mandated with and accountable for logistics preparedness implementation and outlines modalities for operationalising this support at national, sub-national and local levels. It includes plans related to acquiring, developing and retaining institutional resources (financial, human and material) and outlines implementation timelines, milestones and responsibilities. Where relevant, other sector-specific costed plans clearly identify financial implications of their integration and/or contribution to the national humanitarian supply chain and logistics preparedness agenda.

Entry-Point 3.2.1 Support [Key Stakeholder] in articulating strategic roadmaps and/or costed action plans for HSC&L preparedness

Process milestones

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

Stakeholder] in collaboration with relevant stakeholders.

16. **[Discussion events organised]**: Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary drafting of revised strategy, instrument, programme or system
17. **[Draft revision/proposal developed]**: Building on findings from the review, a draft costed implementation plan for the National HSC&L Action Plan prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: Draft costed implementation plan for the National HSC&L Action Plan developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: The costed implementation plan for the National HSC&L Action Plan developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]**: NA
21. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
22. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
23. **[Roll-out targets reached]**: Endorsed CIP for the National HSC&L Action Plan rolled-out and/or under implementation at all levels as per established targets.

Bundle 3.3 Sustainable financing for HSC&L

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

Entry-Point 3.3.1 Support [Key Stakeholder] in advocating for required financing mechanisms and models for HSC&L preparedness

Process milestones

1. **[Relevant stakeholders identified]**: [Key Stakeholder] has finalised a list of actors (i.e., ‘relevant stakeholders’) to be approached for advocacy, discussions and engagement in relation to resource mobilisation to support implementation of the National HSC&L Action Plan.
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in resource mobilisation and sustainable financing models developed/revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
3. **[ICD materials approved]**: [ICD materials/package/mechanism] endorsed by relevant authorities.
4. **[ICD delivered]**: Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
5. **[CIDA strategy developed]**: CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on plans to strengthen sustainable financing for the National HSC&L Action Plan reaches interested parties, at all levels
6. **[CIDA materials procured/developed]**: Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
7. **[CIDA strategy implemented]**: Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
8. **[CIDA end-users reached as per targets]**: CIDA recipients reached as per established targets
9. **[Advocacy undertaken]**: Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of the need to identify and secure sustainable financing to support implementation of the HSC&L Action Plan
10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the development of

a resource mobilisation process (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders

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

Bundle 3.4 Financial management systems

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

Entry-Point 3.4.1 Support [Key Stakeholder] in designing and developing digital financial IMS/MISs for HSC&L preparedness

Process milestones

1. **[Relevant stakeholders identified]**: [Key Stakeholder] has finalised a list of actors (i.e., 'relevant stakeholders') to be approached for advocacy, discussions and engagement on the topic of strengthening the financial IMS.
2. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in effective financial IMS/MISs and practices developed/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 around the need and plans to strengthen effective financial IMS/MISs and practices reaches interested parties, at all levels
6. **[CIDA materials procured/developed]**: Communications materials required to support CIDA strategy developed and/or procured by [Key Stakeholder]
7. **[CIDA strategy implemented]**: Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
8. **[CIDA end-users reached as per targets]**: CIDA recipients reached as per established targets
9. **[Advocacy undertaken]**: Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of relevant issues, needs and plans to strengthen effective financial IMS/MISs and practices
10. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support a review of current financial management systems and practices (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
11. **[Expertise contracted]**: External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
12. **[Preliminary review underway]**: Full review of the current financial IMS/MISs and practices spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, designed and underway.
13. **[Preliminary review completed]**: Full review of the current financial IMS/MISs and practices spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders, completed.
14. **[Relevant stakeholder consent to engage]**: Building on preliminary review findings stakeholders approached agree to engage in further revision and/or development discussions
15. **[Workplan developed]**: Programme of work to create/revise the current financial IMS/MISs and practices finalised by [Key Stakeholder] in collaboration with relevant stakeholders.
16. **[Discussion events organised]**: Discussions or events organised/chaired by [Key Stakeholder] with all relevant stakeholders identified to discuss preliminary drafting of revised strategy, instrument, programme or system
17. **[Draft revision/proposal developed]**: Building on findings from the review, a draft proposal to enhance current financial IMS/MISs and practices prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: Draft proposal to enhance current financial IMS/MISs and practices developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: Draft proposal to enhance current financial IMS/MISs and practices developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]**: Roll-out/implementation plan for the proposal to enhance current financial IMS/MISs and practices developed by [Key Stakeholder] in collaboration with relevant stakeholders.
21. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
22. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
23. **[Roll-out targets reached]**: Endorsed proposal rolled-out and/or under implementation at all levels as per established targets.

Entry-Point 3.4.2 Support [Key Stakeholder] in rolling-out relevant digital financial IMS/MISs for HSC&L preparedness

Process milestones

1. **[Relevant stakeholders identified]**: [Key Stakeholder] has finalised a list of actors (i.e., 'relevant stakeholders') to be approached for advocacy, discussions and engagement in relation to rolling-out enhanced digital financial IMS/MISs for HSC&L preparedness
2. **[CIDA strategy developed]**: CIDA strategy and workplan developed by [Key Stakeholder] to ensure information on plans to roll-out enhanced digital financial IMS/MISs for HSC&L preparedness reaches interested parties, at all levels
3. **[CIDA materials procured/developed]**: Communications materials required to support CIDA

- strategy developed and/or procured by [Key Stakeholder]
4. **[CIDA strategy implemented]**: Dissemination of materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
 5. **[CIDA end-users reached as per targets]**: CIDA recipients reached as per established targets
 6. **[Advocacy undertaken]**: Building on CIDA outreach [Key Stakeholder] has actively engaged in internal and/or external advocacy (as relevant) to raise awareness of relevant issues, needs and plans to roll-out enhanced digital financial IMS/MISs for HSC&L preparedness
 7. **[Expertise specifications developed]**: Technical specifications/Terms of Reference for external expertise or suppliers to support the roll-out of an enhanced financial IMS/MISs for HSC&L preparedness (if required) prepared by [Key Stakeholder] in collaboration with relevant stakeholders
 8. **[Expertise contracted]**: External expertise identified and contracted by [Key Stakeholder] in collaboration with relevant stakeholders.
 9. **[Roll-out plan developed]**: Roll-out/implementation plan/strategy for the roll-out of an enhanced digital financial IMS/MIS for HSC&L preparedness developed/revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
 10. **[Roll-out plan integrated across the board]**: Roadmap and/or costed action plan for the roll-out of an enhanced digital financial IMS/MIS for HSC&L preparedness reflected in the annual work plans of all relevant stakeholders
 11. **[Materials and equipment procured]**: Materials, equipment and infrastructure required to roll-out an enhanced digital financial IMS/MIS for HSC&L preparedness procured under the guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders
 12. **[ICD materials developed]**: [ICD materials/package/mechanism] to enhance stakeholder capacities in financial management of HSC&L efforts developed/revised under guidance/leadership of [Key Stakeholder] in collaboration with relevant stakeholders.
 13. **[ICD materials approved]**: [ICD materials/package/mechanism] endorsed by relevant authorities.
 14. **[ICD delivered]**: Key stakeholder and relevant stakeholder capacity strengthening trainings (including Training-of-Trainers), events or other, completed as per programme-of-work/calendar targets
 15. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
 16. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
 17. **[Materials and equipment distributed]**: Materials, equipment and infrastructure procured to support the roll-out of an enhanced digital financial IMS/MIS for HSC&L preparedness handed over to accountable stakeholders, at all levels, by [Key Stakeholder]
 18. **[Roll-out targets reached]**: Revised specifications and operating procedures for implementing the enhanced digital financial IMS/MIS for HSC&L preparedness put into practice at all levels (fully implemented or under implementation) as per established targets

Pathway 4 The National HSC&L Preparedness plan

Bundle 4.1 Design of the HSC&L Preparedness Plan

Desired capacities. *The national humanitarian supply chain and logistics preparedness plan is grounded in and emerges from multi-stakeholder analyses and contingency planning exercises that clearly lay out human and financial resource management roles and responsibilities across a range of technical and logistical emergency response scenarios in anticipation of specific and contextually relevant hazards. Roles and responsibilities outlined include, but are not limited to: activating response services, leading and coordinating communication across key actors, managing external relations and aid appeals from other sources (including governmental, international and public funds) as well as incoming donations (solicited and unsolicited), communicating with the media and coordinating and liaising with other key actors. It is inclusive (leveraging logistics associations, civil society and private sector) and building on the above, has been developed in response to a clear mapping of needs and gaps across all logistics-dependent and service-providing entities, to reduce the cost of logistics and align multi-actor infrastructural development investments (whether*

development or rehabilitation). It addresses the critical issues of availability, accessibility, capacity and optimisation pertaining to air, water and road transport, storage and customs (particularly to reduce dwell time and ensure faster turnaround of goods) and important cross-cutting issues of coordination, emergency telecommunications, information management and stakeholder engagement and awareness-raising. It articulates a range of approaches to increase efficiency and economy of logistics service practices e.g., consolidation of cargo, use of intermodal solutions and leveraging smarter city distribution to optimize the use of urban infrastructure where possible. It addresses all of the above as relevant to international and regional logistics (cross-border) and in-country (national and decentralized) logistics, considering all locations and terrains –i.e., urban, rural and remote hard to reach areas. There is clear evidence of integration and/or complementarity of the national humanitarian supply chain and logistics preparedness plan in the design of other relevant programmes. The plan works to a clear timeline forecasting need for the next 15 to 20 years.

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

Process milestones

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

17. **[Draft revision/proposal developed]**: Building on findings from the review, a draft National HSC&L Preparedness Plan prepared/spearheaded by [Key Stakeholder] in collaboration with relevant stakeholders.
18. **[Draft revision/proposal submitted]**: Draft National HSC&L Preparedness Plan developed under guidance/leadership of [Key Stakeholder] submitted to competent authority for approval
19. **[Revision/proposal endorsed]**: National HSC&L Preparedness Plan developed under guidance/leadership of [Key Stakeholder] endorsed by the competent authority
20. **[Roll-out plan developed]**: Roll-out/implementation plan for the new/revised National HSC&L Preparedness Plan developed by [Key Stakeholder] in collaboration with relevant stakeholders.
21. **[CIDA strategy implemented]**: Dissemination of new information and materials carried out in accordance with the CIDA strategy by [Key Stakeholder]
22. **[CIDA end-users reached as per targets]**: CIDA recipients reached with new information as per established targets
23. **[Roll-out targets reached]**: Endorsed National HSC&L Preparedness Plan rolled-out and/or under implementation at all levels as per established targets.

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

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/revise 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/revise 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/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/ 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& put into practice at all levels (fully implemented or under implementation) as per established targets

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 stakeholders') to be approached for advocacy, discussions and engagement on the topic of supporting the operational implementation of the National HSC&L Preparedness Plan
2. **[CIDA strategy developed]:** CIDA strategy and workplan 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
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

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.

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 IMS/MIS 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*

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/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 plan to strengthen HSC&L-specific grievance mechanisms reach 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 workplan 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

Pathway 5 Engagement of other actors in HSC&L

Bundle 5.1 In HSC&L Preparedness Plan design

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

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

Process milestones

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

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

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.
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

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/ 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 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/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 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.

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]
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
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.