



FIELD-BASED PREPAREDNESS PROJECT (FBPP)

The ICS Framework Overview

LOGISTICS CLUSTER

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Who is this document for? FBPP **Preparedness officers** seeking an **overview** of how the FBPP's approach to Institutional Capacity Strengthening suggests understanding, analysing and supporting critical elements of the national Humanitarian Supply Chain & Logistics (HSC&L) context.

What does it contain? An **overview of the three ICS tools** (Theory of Change, Capacity Needs Mapping, Workplan) and the elements that bind them together (the five high-level pathways, their respective capacity bundles, potential entry-points for implementation, task-oriented process milestones, and indicators).

Prerequisite Reading? 1. [Capacity Strengthening Fundamentals](#): Introduces the concepts underpinning the FBPP's Institutional Capacity Strengthening (ICS) approach and the Theory of Change.

Where can I find a softcopy? <https://logcluster.org/document/fbpp-gdnc-ics-framework-overview>

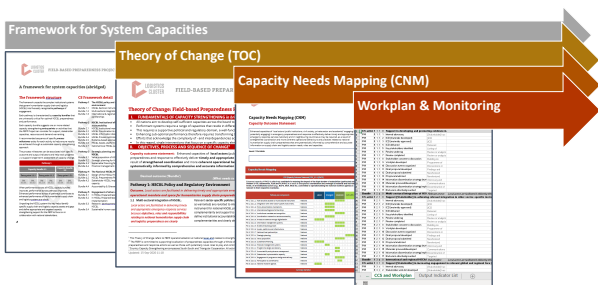
Overview of the ICS Framework structure

ICS Framework

The Field-Based Preparedness Project (FBPP) approach to Institutional Capacity Strengthening (ICS) requires that we have two things: first, a clear *destination* in mind (the Project’s objective, also called the Capacity Outcome Statement, or COS); and second, a clear understanding of *where we are now*, and, from this, *what are the steps* to reaching the desired destination/objective. This clarity, coupled with an understanding of the core concepts and principles that underpin effective and sustainable capacity strengthening, comprise the *ICS Framework* that guides the design and implementation of FBPP capacity strengthening support.

The framework includes a series of operational **tools** that are articulated around a set of common **elements**, so that they present a coherent structure and terminology across the package as a unified whole – all in the service of achieving the Project’s Capacity Outcome Statement.

ICS Tools



There are three broad tools. First, the **Theory of Change** (ToC) describes what an ideal humanitarian supply chain and logistics (HSC&L) system would look like.

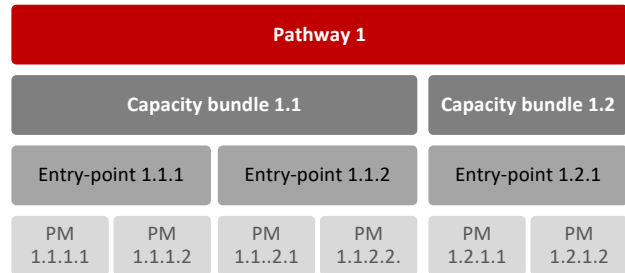
Next, the **Capacity Needs Mapping** (CNM) tool is used to understand where we are right now in relation to that ideal. Conducting a Capacity Needs Mapping (CNM) exercise gives an indication of the current ‘level’ of the HSC&L capacity in a country, ranging from *latent*, to *emergent*, to *moderate*, to *self-sufficient*.

Finally, the **Workplan** tool is used to break down in detail the steps that are needed to move from where we are now (based on the CNM) to where we want to be (the ToC).

ICS Elements

In order to bring these tools together into a single, cohesive whole, the framework also describes the **elements**, arranged in a hierarchy, that underlie – and build connections between

– the three tools. These are pathways, capacity bundles, entry-points (or activities) and process milestones and indicators:



At the top-most level, the framework unpacks the complex institutional systems that govern humanitarian supply chain and logistics (HSC&L) into five high-level **pathways** of engagement (listed on the next page). These pathways – and their relationship to the Capacity Outcome Statement – are described in the **Theory of Change** tool.

Each pathway is then “unpacked” into several **capacity bundles** (also listed on the next page) that are critical to that pathway’s optimal preparedness and performance. The capacity bundles are described in detail in the **Theory of Change** tool, while the **Capacity Needs Mapping** tool, which presents a series of detailed questions, is used to give a picture of the capacity level (latent, emergent, moderate, self-sufficient) for each bundle. This allows the areas in most need of attention to be identified.

Once the current capacity level for each bundle is understood, capacity strengthening **entry-points** (or activities) within each bundle can be selected as a starting point to start addressing specific capacity gaps, with a view to contributing to enhancing the overall HSC&L system. The **Entry-Point Compendium** document gives a detailed (but non-exhaustive) selection of potential entry-points, for consideration depending on specific context, resourcing and stakeholder interest.

The framework then suggests a recommended sequence of specific **process milestones** for each entry-point to help ensure results are achieved through a *sustainable capacity strengthening approach*.

Finally, each process milestone can be associated with specific outcome and output **indicators** to help track progress and support longer-term assessment of capacity change.

The entry-points, process milestones and indicators all come together in the *Workplan* tool.

More about entry-points and process milestones

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 MIS, delivery of Training of trainers, roll-out of research and evidence generation exercises, etc.).

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 of tasks 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 (describing some physical interaction that needs to happen) is represented in the ICS framework as a measurable **process milestone** (an on-paper recording of that task having happened). In the **Entry-Point Compendium**, the process milestones are customised to the subject matter of each 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.

ICS Framework – Pathways and Capacity Bundles

- Pathway 1 The Humanitarian Supply Chain & Logistics (HSC&L) policy and regulatory environment**
 - Bundle 1.1 HSC&L Sectoral instruments
 - Bundle 1.2 Multi-sectoral integration of HSC&L
 - Bundle 1.3 International & regional HSC&L partnerships

- Pathway 2 HSC&L Institutional effectiveness and accountability**
 - Bundle 2.1 HSC&L Institutional mandate & recognition
 - Bundle 2.2 HSC&L Coordination & accountability
 - Bundle 2.3 HSC&L Information dissemination
 - Bundle 2.4 HSC&L Process optimisation
 - Bundle 2.5 Evidence-based approach for HSC&L
 - Bundle 2.6 HSC&L Assets, platforms & infrastructure
 - Bundle 2.7 National/local HSC&L partnerships

- Pathway 3 Strategic planning and financing for HSC&L**
 - Bundle 3.1 Value proposition of HSC&L
 - Bundle 3.2 Strategic planning for HSC&L
 - Bundle 3.3 Sustainable financing for HSC&L
 - Bundle 3.4 Financial management systems

- Pathway 4 The National HSC&L Preparedness plan**
 - Bundle 4.1 Design of the HSC&L Preparedness Plan
 - Bundle 4.2 HSC&L Preparedness Plan implementation
 - Bundle 4.3 Stakeholder HSC&L implementation capacity
 - Bundle 4.4 Accountability & Grievance management

- Pathway 5 Engagement of other actors in HSC&L**
 - Bundle 5.1 In HSC&L Preparedness Plan design
 - Bundle 5.2 In HSC&L Preparedness Plan implementation
 - Bundle 5.3 Research, development and innovation in HSC&L
 - Bundle 5.4 Sustainable human capital in HSC&L