

## LOGISTICS CLUSTER

## FIELD-BASED PREPAREDNESS PROJECT (FBPP)

## Nine Steps to Developing an ICS Strategy and Workplan

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**Who is this document for?** FBPP Officers about to start an engagement with national actors using the FBPP’s Institutional Capacity Strengthening (ICS) approach.

**What does it contain?** A description of the nine steps to working with national actors to develop a strategy and workplan

- Prerequisite reading?**
1. **[Capacity Strengthening Fundamentals](#)**: Introduces the concepts underpinning the FBPP’s Institutional Capacity Strengthening (ICS) approach and the Theory of Change.
  2. **[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).

**Where can I find a softcopy?** <https://logcluster.org/document/fbpp-ics-framework-nine-steps-guidance>

### Nine Steps to Developing an ICS Strategy and Workplan

An effective Institutional Capacity Strengthening (ICS) engagement relies on establishing solid partnerships between the parties, garnering stakeholder ownership of the ICS process, recognising existing stakeholder capacities and building mutual trust.

Effective engagement also acknowledges that ICS takes time, and benefits from continuity of key players, champions and focal points and their sustained and meaningful engagement.

Ensuring clarity around the *purpose* of the ICS (what it wants to achieve, for whom and why) can help manage

the expectations of all parties, and guide later assessments of progress. This is achieved through the FBPP Capacity Outcome Statement.

Ensuring clarity around the ICS *processes* (how it will fulfil its purpose) is also important in securing realistic and feasible commitments and meaningful engagement by all.

Such clarity can be obtained through solid and continuous dialogue, information sharing, flexibility and respect between and across all parties.

The nine steps below guide FBPP Officers in establishing such dialogue and ensuring stakeholder views and objectives remain central to all decisions, priorities and actions.



#### Step 1. Familiarise

FBPP officers should **fully understand the ICS framework** and **approach**, particularly in relation to partnership management; how the *enabling* role differs from the traditional *doing* role; and the need to prioritise and document processes that support growth in addition to measurable results. They should also begin familiarising with the Project context and initiate an in-depth context analysis

**Why?** to ensure coherent messaging across design and implementation; to support a real “not business as usual” approach when it comes to putting stakeholders at the forefront of all dialogue and decision-making in the ICS partnership and its outcomes; and to ensure the use of a systematic approach necessary to increase the sustainability of the capacity changes catalysed by the ICS. A context analysis instead is fundamental to ensuring Project engagement is relevant, informed and productive.

#### Step 2. Map

In collaboration with the lead disaster management agency, carry out a **detailed stakeholder mapping** that captures all **actors who may be involved in ICS discussions and decision-making** going forward. Consider stakeholder representatives at all levels structurally (leadership, middle management and operational roles) and geographically (national and sub-national) as relevant.

**Why?** to support a consultative and inclusive approach which facilitates stakeholder buy-in and ownership and to ensure key influencers and interested parties are identified at the outset.

### Step 3. Engage

Engage with stakeholders and partners to [socialise the ICS approach](#)<sup>1</sup> through bilateral discussions, workshops, meetings, or other suitable and contextually appropriate means. Before advancing further, secure and formalise stakeholder commitment and buy-in for the ICS engagement.

**Why?** to clarify expectations, roles and responsibilities; to ensure a clear understanding of investment on both sides in relation to time, human resources and finances; and to mitigate the likelihood of unexpected “changes of course” following staffing turnover on either side.

### Step 4. Define

Building on stakeholder discussions and known information on demands and expectations, draft a [Capacity Outcome Statement \(COS\)](#) and share with stakeholders for dialogue and their final validation.

**Why?** to establish a shared understanding of the expected medium to long-term outcomes of the ICS partnership; to ensure these outcomes speak to stakeholders’ objectives and priorities; and to keep all short-term actions grounded and focussed on working towards the agreed outcomes.

### Step 5. Decide on baseline

Assess availability of stakeholder-validated information on relevant institutional capacities and **jointly determine if a Capacity Needs Mapping (CNM) (baseline exercise) is required** or if a full overview of capacities can be extracted from available information. If a CNM is needed, engage with stakeholders to [socialise the CNM process](#), timelines, roles and expectations.

**Why?** to provide the ICS engagement with a clear, stakeholder-acknowledged starting point (baseline); to provide a systemic overview of capacity assets and gaps; and to create a baseline for performance assessment over time.

### Step 6. Compile

**Compile all available knowledge and information to yield a preliminary version of the CNM**; this can be done through a desk review of existing assessments, compiling information from bilateral discussions, earlier strategic discussions etc.; clearly flag all areas where information is missing and needs to be solicited from stakeholders.

**Why?** to ensure previously provided and/or already available information is reflected; to reduce repetition and

duplication of information sharing by stakeholders; and to avoid “stakeholder fatigue”.

### Step 7. Validate

Circulate and discuss the preliminary CNM with stakeholders, solicit any missing/conflicting information, and facilitate stakeholders in completing the final positioning of current capacities with respect to the capacity categories. Document stakeholder validation of the tool and process (e.g., information content, narrative on gaps and expectations and findings) in an officially recognised manner.

**Why?** to ensure the baseline is owned and acknowledged by stakeholders; and to provide a comprehensive starting point to discuss individual partners’ areas of support and prioritisation.

### Step 8. Prioritise

Building on the CNM and an internal review of authority, acceptance and ability ([triple A approach \(YouTube\)](#), or other) work with national stakeholders to select key areas for ICS support. Building on the process so far, draft an ICS Strategy and high-level workplan for stakeholder review and validation.

**Why?** to identify what your organisation (as the ICS enabling partner) will/will not be able to support going forward and to identify areas that could be covered by other partners; to document commitments and expectations.

### Step 9 Plan and Advocate

Following stakeholder consensus and validation of the ICS strategy, articulate a detailed operational multi-year workplan for stakeholder validation and approval; align with the ICS process types and process milestones and monitoring to the greatest extent possible. As relevant, support the stakeholder with policy and resource advocacy to move the strategy and workplan to effective implementation.

**Why?** to yield a multi-year workplan and monitoring approach that is aligned with the system-strengthening approach that underpins the ICS approach committed to at the outset; to facilitate integration of the workplan into stakeholder annual or other workplans; to support institutionalisation of capacity change through policy revision and resource mobilisation and allocation by the interested stakeholders.

<sup>1</sup> Socialising the FBPP’s ICS approach relates to describing the project’s ICS processes and concepts in a language that is accessible and mean-

ingful to the stakeholders. It does not, however, require the ‘mechanics’ of the framework (process milestones, indicators, etc.) to be explained in detail.