

LOGISTICS CLUSTER

FIELD-BASED PREPAREDNESS PROJECT (FBPP)

The ICS Theory of Change (in brief)

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Who is this document for? Anyone withing to know the basics of the ICS Theory of Change

What does it contain? A brief overview of the impact pathways that may need to be addressed to catalyse systemic change.

For details of the FBPP-specific ToC, see the [FBPP Theory of Change \(Detailed\)](#).

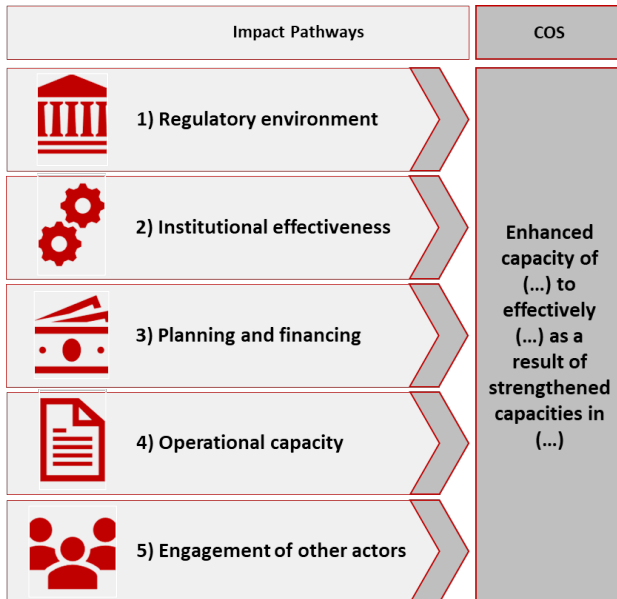
Prerequisite reading?

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).
3. **Capacity Transformation:** Provides a brief overview of the six aspects to consider if the capacity transformation is to be sustained over time

Where can I find a softcopy?

<https://logcluster.org/document/fbpp-ics-framework-theory-of-change-brief>

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The diagram above outlines five critical interdependent and multi-disciplinary impact pathways that are generally found to be relevant to the wellbeing of all institutional systems (to greater or lesser extents, depending on contest and purpose) –i.e., the better each one performs, the better the system as a whole performs. Thus, effective ICS should familiarise with and consider the state of each prior to intervening so that critical gaps can be addressed.

Depending on the service offering of the enabling party, one or more may be supported by identifying specific [entry-points for support](#), following an in-depth [capacity needs mapping \(CNM\)](#). Development of the pathways is not sequential, rather, they pathways are interdependent, meaning that in many instances, they may be mutually reinforcing, further justifying the importance of taking a holistic or systemic approach when defining an ICS support package.

The following quickly describes each of the pathways but more detailed guidance may be found in the [FBPP Theory of Change \(Detailed\)](#) and the [Entry-Point & Process Milestones Compendium](#).

Pathway 1. Regulatory environment

This pathway comprises a range of capacities that generally relate to how the rationale, objectives and accountability for a given practice are formalised in a given

context. This can include, among other things, whether there is a specific and relevant regulatory framework that legitimates prioritisation of, investment in and operationalisation of HSC&L preparedness (or not); how the practice is anchored in other relevant policies to ensure the accountability of key players; and the extent to which relevant international and regional partnerships that can support strategic and operational development are actively sought and supported.

Pathway 2. Institutional effectiveness

This pathway comprises a range of capacities that generally relate to how clearly organisational roles, responsibilities and operational readiness to ensure HSC&L preparedness are defined and articulated, including but not limited to: establishing the mandate and recognition of the lead agency for HSC&L preparedness; critical HSC&L coordination mechanisms and accountability; effectiveness of HSC&L-related information dissemination across interested stakeholders; effectiveness and relevance of information management systems in use to support HSC&L preparedness; opportunities for HSC&L process optimisation; prevalence of an evidence-based approach across the HSC&L ecosystem; adequacy and quality of HSC&L assets, platforms and infrastructure; and local third-party operational partnerships.

Pathway 3. Planning and financing

This pathway comprises a range of capacities that generally relate to the positioning, financial sustainability and adaptability of the HSC&L agenda, including but not limited to: strategic planning and budgeting capacity for HSC&L implementation; clarity of purpose and value proposition of an optimized HSC&L multi-stakeholder service offering or model; the capacity to secure sustainable financing or financial models to support HSC&L implementation over time; and ensuring proper financial information management for evidence-based strategic planning and decision-making.

Pathway 4. Operational capacity

This pathway comprises a range of capacities that generally relate to the ability of key HSC&L to perform, be accountable and adaptable, including but not limited to: ensuring appropriate and relevant programmatic

and/or operational principles, objectives, targets, design, implementation and monitoring plans are clearly documented, up to date and designed in response to identified needs; accountability and grievance management mechanisms are in place as may be warranted and relevant to the services provided; adequate and comprehensive individual capability to sustain implementation across the board is assured e.g., stakeholder representatives are fully equipped to perform their tasks in terms of skills, equipment, experience, etc.

Pathway 5. Engagement of other actors

This pathway comprises a range of capacities that generally relate to ensuring inclusivity, localisation and sustainability of the HSC&L agenda, including but not limited to: ensuring the engagement of other actors in HSC&L preparedness design and implementation; establishing and investing in a relevant, long-term HSC&L research, development and innovation agenda and engaging a range of other actors therein (e.g., private sector, academia, etc.) to build sustainable social and human capital.

The diagram on the following page describes the five impact pathways and the related capacity bundles (see also the [FBPP Theory of Change \(Detailed\)](#)) and potential entry points (described in the [Entry-Point & Process Milestones Compendium](#), and per FBPP phase in [Phase I: Analysis and Planning](#), [Phase II: Communications, Policy and Resource Advocacy \(CPRA\)](#), and [Phase III: Support to implementation](#)).

Further guidance on the [Capacity Transformation](#) process is also available.

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