CCS Theory of Change
(February 2020)

IMPACT PATHWAY 1
Policies and Legislation

INPUT

DRR/DRM national strategy updated and aligned with Sendai framework

DRR/DRM is reinforced at decentralized levels (regions, districts)

ACTIVITY

Participation to all workshop/forum related to National/regional DRR/DRM strategy to ensure inclusion of CCS strategy, added value & impact

Participate to the development of a prepositioning strategy document

Support the development, implementation and use of a stock prepositioning web-based platform

OUTPUT

Proportion of **national** government bodies that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030a (1)

Proportion of **decentralized** government representation that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030a (2)

Immediate Outcome

DRR/DRM instruments are part of the government strategy and widely disseminated to all government/state departments at national and decentralized level to ensure their respective national plans includes DRR/DRM topic

Intermediate Outcome

Increased government /DRR/DRM agencies/actors' access to financial resources (through government annual budget law)

IMPACT

Contributes to SDG 11 – Sustainable cities and communities: substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards … adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework …, holistic disaster risk management at all levels (**target 11.B**)

Contributes to SDG13 – Climate action: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries (**target 13.1**)

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IMPACT PATHWAY 2
Institutional effectiveness and accountability

INPUT

- Well defined and agreed strategy signed off by both parties
- Adequate and available technical expertise within WFP (in-house preferable)
- Identified and available dedicated personnel within BNGRC to be involved and onboard the relevant sector to be reinforced
- Availability of funds for assessment missions in selected regions
- Available expertise (WFP staff) to deploy in selected regions
- Availability of BNGRC staff to facilitate assessment missions

ACTIVITY

- Develop and propose a customized **stock management** policy (forms and templates as well as operational implementation plan)
- Develop and propose a customized **fleet management** policy (forms and templates as well as operational implementation plan)
- Develop and propose a customized **Asset management** policy (forms and templates as well as operational implementation plan)
- Develop and propose a **Pre-positioning** policy (study to select priority locations and rationale)

OUTPUT

- Capacity development and technical support provided (3)
- Linkages to financial resources and insurance services facilitated (4)
- Infrastructure and equipment investments supported (5)

Immediate Outcome

- Staff capacity increased with ability to use, implement and understand rationale of procedures
- Data accuracy on internal reporting systems and mechanisms
- On-demand access to reliable data and information
- Availability of strategic supplies in last mile area of intervention

Intermediate Outcome

- Increased government access to financial resources (through public, private and public-private partnerships)
- Timeliness of the Immediate Response

IMPACT

Contributes to SDG17 - Partnerships: Mobilize additional financial resources for developing countries from multiple sources (**target 17.3**) through increased accountability towards donated resources (food, non-food and equipment)

Contributes to SDG13 – Climate action: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries (**target 13.1**)

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IMPACT PATHWAY 2
Institutional effectiveness and accountability

INPUT

- Dedicated BNGRC personnel available for conducting meetings and updating stakeholders list
- Venue and equipment identified/available, including market evaluation and eventual contracts signed
- Financial resources identified and available
- Identified focal point in each regional GTTL for leading action plan resolution

ACTIVITY

- Organise regular coordination meetings at regional level
- Organise regular coordination meetings at national level
- Develop and adopt ToR for each coordination mechanism that includes ownership and shared responsibilities for challenges resolution
- Meeting/workshop content developed and updated according to needs and context

OUTPUT

- National coordination mechanisms supported (6)
- Linkages to financial resources and insurance services facilitated (7)
- Action plan items resolved/achieved (8)
- Shared services and platforms provided and used (9)

Immediate Outcome

- Updated list of actors involved in emergency response available
- Known mechanisms/resources available for emergency response
- Improved emergency response and coordination mechanisms during response

Intermediate Outcome

- Enhanced common coordination platforms
- Strengthened coordination mechanisms
- *Government and humanitarian partners in Madagascar are supported by **effective** emergency preparedness and response arrangements before, during and after crises*

IMPACT

Contributes to SDG17 – Partnerships:
Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships (**target 17.17**) and fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communication technology (**target 17.8**)
Mobilize additional financial resources for developing countries from multiple sources (**target 17.3**)

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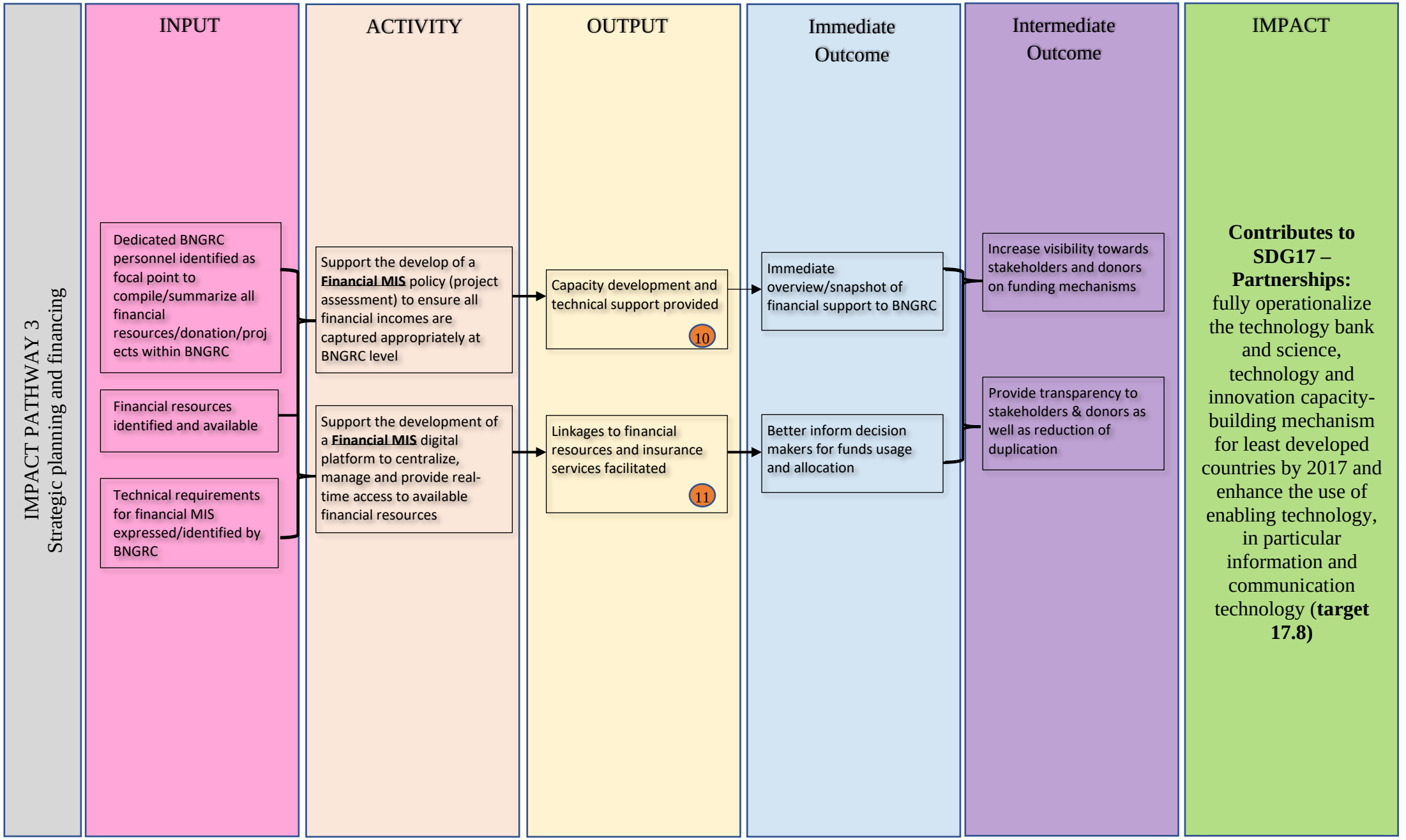

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IMPACT PATHWAY 4
Stakeholder program design, delivery and M&E

INPUT

- Identification of BNGRC personnel to develop indicators for performance monitoring in Supply Chain systems and processes
- Support BNGRC to develop performance monitoring tools, forms and sharing platform
- BNGRC personnel to receive ToT (training of trainers) already identified/selected
- Training packages, curriculum, universities to support development of a training centre already mapped/identified

ACTIVITY

- Set clear & measurable performance indicators within the Supply Chain department for all SC components (warehouse management, procurement, asset management, transport)
- Create/Update personnel ToR to match new supply chain policies requirements
- Develop training package for all SC components to match international standards & requirements
- Identify reliable/trustworthy source of training package that are recognized as int'l certification (if possible free of charge or with humanitarian discounts)

OUTPUT

- Indicators are understood, disseminated, used & measured as per agreed calendar & methodology (12)
- All personnel ToR are updated to reflect new SC policies and job requirements (13)
- Training package are made available to all personnel, including easy access and tracking of progress per staff (% achievements) (14)
- Written MoU, agreements and/or contracts are finalized with clear & measurable progress of deliverables (15)

Immediate Outcome

- Supply chain performance is measurable in real-time and course correction can be done from time to time
- BNGRC's Supply chain personnel are familiar with job expectations and objectives
- New incoming personnel receives orientation on job's role and responsibilities
- Improves the design of the supply chain department organogram and dissemination within the organization

Intermediate Outcome

- Monthly/annual reports can be generated to support decision making and advocacy for fund raising
- BNGRC Supply chain department's performance is up to international standards

IMPACT

Contributes to SDG17 - Partnerships: Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation (**target 17.8**)

Contributes to SDG13 – Climate action: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries (**target 13.1**)

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IMPACT PATHWAY 5
Engagement and Participation of Civil Society and Private Sector

INPUT

- Identified and available dedicated personnel within BNGRC to act as information management specialist
- Financial resources identified and available

ACTIVITY

- Develop and adopt a ToR for information sharing mechanisms
- Link a dedicated webpage in each NDMA formal websites
- Organisation of a joint workshop for setting the ground of the South-South cooperation
- Develop a SOP for identification and sharing of relevant expertise (personnel, equipment etc.)

OUTPUT

- Regional coordination mechanisms supported 16
- Shared services and platforms provided 17
- Linkages to financial resources and insurance services facilitated 18

Immediate Outcome

- Known focal points within NDMA counterparts
- Available database of experts and resources ready to be shared during emergencies

Intermediate Outcome

- Enhanced common coordination platforms
- Enhanced strategic partnerships with the counterparts NDMA and other operational partners
- Increased and improved communication leading to greater awareness of common problems

IMPACT

Contributes to SDG17 – Partnerships:
Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries (**target 17.8, 17.6 and 17.16)**

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#	Explanation of the causal linkage	Underlying assumptions & risks	Strength of the available evidence
1	Proportion of **national** government bodies that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030a	Assumptions: • National government bodies are including DRR/DRM mechanisms within their Annual Action Plan and revised strategy Risks: • Government bodies have no interest/motivation to include such mechanisms within their revised strategy • Government reshuffle or newly elected president/minister affects the roll out/update of DRR/DRM strategy Mitigation: • President decrees and application to ensure implementation of such DRR/DRM strategy at all government levels	" There is a common understanding that disaster risk management is one of the prerequisites to building resilience, which in turn is imperative to achieving sustainable development[1]."
2	Proportion of **decentralized** government representation that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030a	Assumptions: • Decentralized government representation is including DRR/DRM mechanisms/communication within their activities (district, fokontany) Risks: • No top-down approach/communication to decentralized offices on importance of DRR/DRM strategy	"Decentralization is believed to contribute to good disaster governance by increasing local capacity and by bringing in local perspectives and knowledge through local actor participation[2]."

[1] https://reliefweb.int/report/world/words-action-guideline-developing-national-disaster-risk-reduction-strategies
[2] https://www.tandfonline.com/doi/full/10.1080/01900692.2018.1466898

		• Disconnection between central and decentralized government Mitigation: • Circulars to be disseminated with explicit content and acknowledgment of receipt	
3	Capacity development and technical support provided	Assumptions: • BNGRC agrees that their procedures are outdated and/or not operational • BNGRC has dedicated and trained staff to implement relevant procedures Risks: • No interest nor acknowledgement from BNGRC's management to operationalize their logistics procedures to updated standards • No dedicated staff within BNGRC to be trained and to implement the agreed procedures on a daily basis • No financial capacity to print agreed forms and templates for daily usage Mitigation: • Integrate updated procedures into a strategy to be signed off by BNGRC's DG to endorse the change, including the identification of designated focal points to support this change	Current BNGRC's procedures are based on the Ministry of finance's templates which are not operational oriented and outdated (1955). "Do not think in the mindset of policy vs procedures. In order to thrive, a company needs to have both, not simply one or the other. Policies look at the big picture, while procedures detail individual processes. Both have their place in the day-to-day function of your organization and the success of employees[3]."

[3] http://compliancebridge.com/policy-vs-procedures/

		• Initiate some joint practical activities to demonstrate the added value of such procedures when put in practice	
4	Linkages to financial resources and insurance services facilitated	Assumptions: • BNGRC is not "solely" funded by the Malagasy government (cash other than in-kind donations) • BNGRC has a dedicated advocacy department with the experience to submit proposal with sufficient technical inputs Risks: • No dedicated funds available for this activity • BNGRC not in the capacity to draw financial needs through their usual advocacy mechanisms Mitigation: • Financial support from all available partners or donors on capacity building projects (training)	Current BNGRC's financial capacity do not permit any "ad-hoc" projects other than their usual operational activities. The current « Loi de Financement » has reduced BNGRC's dedicated funding.
5	Infrastructure and equipment investments supported	Assumptions: • BNGRC has dedicated infrastructure available in proposed locations for pre-positioning • BNGRC has identified/recruited warehouse management personnel • WFP has expertise and knowledge to train BNGRC's warehouse staff on warehouse management standards Risks:	Joint UNICEF/WFP study demonstrate the ROI by prepositioning[4] (magnitude of 1.6 – 2.0 and significant time savings of 14 to 21 days) Also read this paper[5] for more studies on added value of pre-positioning. A recent HELP logistics/WFP report on practical scenario applying to Madagascar has also demonstrated that pre-

[4] https://www.unicef.org/publications/files/UNICEF_WFP_Return_on_Investment_for_Emergency_Preparedness_Study.pdf

[5] https://www.cirrelt.ca/DocumentsTravail/CIRRELT-FSA-2013-19.pdf

		• Existing infrastructure are not available (or in poor conditions) • No dedicated funds available for this activity • No staff available to be trained and to manage prepositioned warehouses • Safeguarding of prepositioned commodities not guaranteed Mitigation: • Use of existing infrastructure (either from BNGRC or existing partner on the ground) • Setting up of MoU with existing partner for use and sharing of existing warehousing capacity • Use of donation received by BNGRC to be redistributed in pre-positioning locations (food and non-food) • Implementation of long-term storage solutions for food commodities (Cocoon, ZeroFly, Tigoun) to reduce risk of losses and maintenance costs	positioning is a key element of reducing delivery time and supply chain disruption[6]
6	National coordination mechanisms supported	Assumptions: • BNGRC has dedicated and motivated focal point in each GTTL region to lead the coordination mechanism • BNGRC has the financial capacity to support the costs related to each coordination mechanism • BNGRC has information sharing platform in place and functional to ensure appropriate	IFRC released a study demonstrating the importance of coordination mechanism prior, during and after an emergency. They define coordination as the following advantage: ***Improved efficiency, cost-effectiveness and speed of response***[7]

[6] https://wfp-my.sharepoint.com/:b:/g/personal/patrick_sautron_wfp_org/EfhsMHAcDQ5HvKBVRzMP6bgBzcn7fEynDcekYRgWliVAyw?e=Hi4nRE
[7] https://www.ifrc.org/Global/Impcoor.pdf

		dissemination of activities and minutes on a regular basis Risks: • No dedicated funds for this activity • BNGRC is not taking the lead to ensure such coordination is taking place on a regular basis or at critical periods (such as hurricane season preparation) • No regular communication is done with regional stakeholders (continuity) Mitigation: • BNGRC should ensure some communication/newsletter are shared on a regular basis on BNGRC's preparedness and logistics gaps resolution even if GTTL are not taking place in order to keep communication continuity /open with stakeholders	
7	Linkages to financial resources and insurance services facilitated	Assumptions: • BNGRC is not "solely" funded by the Malagasy government (cash other than in-kind donations) • BNGRC has a dedicated advocacy department with the experience to submit proposal with sufficient technical inputs Risks: • No dedicated funds available for this activity • BNGRC not in the capacity to draw financial needs through their usual advocacy mechanisms Mitigation: • Financial support from all available partners or donors on coordination mechanisms	Current BNGRC's financial capacity do not permit any "ad-hoc" projects other than their usual operational activities. The current « Loi de Financement » has reduced BNGRC's dedicated funding.

8	Action plan items resolved/achieved	Assumptions: • Focal points are identified and given the responsibility to work on action plan items based on priorities (at regional and/or national level) • Agreements on resolution (gov't bodies) are written and signed off (such as MoU or policies) • Updates on advancement are shared on a regular basis with relevant stakeholders Risks: • Inability to identify focal point for action plan item's resolution • Lack of ownership of action plan from the stakeholders Mitigation: • Action plan should have a systematic focal point identified • Action plan items should be realistic (both in probability of resolution and timing to resolve) in order to measure progress	A guidance paper from the UN around Disaster preparedness[8] clearly state that "***In order for a plan to be effective, it is essential that all participating actors are meaningfully involved in its development. A process which is built around participation will lead to increased ownership by all those involved and will contribute to the smooth implementation of plans during times of disaster. This includes participation at the local, national and international levels »***
9	Shared services and platforms provided and used	Assumptions: • Information management systems are in place and functional (FB, Twitter, BNGRC, GLC for external communication) • Information management systems are in place and functional (mailing list, newsletter for internal communication and progress updates)	The same guidance paper from UN states that a key component in Preparedness planning is that ***"An information management and dissemination system that facilitates the two-way exchange of pertinent technical and management information between internal and external stakeholders is developed and maintained"***

[8] https://www.unisdr.org/files/2909_Disasterpreparednessforeffectiveresponse.pdf

		• Mailing list are updated per location and at national level • Content of information to share is reviewed and validated on a regular basis Risks: • No dedicated information personnel available • No updated mailing lists • No regular content created/updated • Online media not functional Mitigation: • Ensure to disseminate updates and information at least of a monthly basis to all stakeholders • Integration of BNGRC and GLC links in relevant media channels	
10	Capacity development and technical support provided	Assumptions: • BNGRC agrees/acknowledges that their financial procedures are not best suitable for capturing all financial donation/projects from external partners • BNGRC has technical capacity to support the development of a financial MIS platform Risks: • No interest nor acknowledgement from BNGRC's head of finance to operationalize their management system • No financial capacity to cover any digital financial MIS platform	« Financial management refers to the effective and efficient planning, organizing, directing and controlling of financial activities and processes of an organization[9]. »

[9] https://talentedge.com/articles/role-financial-management-organization/

		Mitigation: • Implementation of a digital financial MIS strategy to be signed off at high level (DG, board of directors)	
11	Linkages to financial resources and insurance services facilitated	Assumptions: • BNGRC is not "solely" funded by the Malagasy government (cash other than in-kind donations) • BNGRC has a dedicated advocacy department with the experience to submit proposal with sufficient technical inputs Risks: • No dedicated funds available for this activity • BNGRC not in the capacity to draw financial needs through their usual advocacy mechanisms Mitigation: • Financial support from all available partners or donors on the added value of a digital financial MIS to improve BNGRC's funds management	Current BNGRC's financial capacity do not permit any "ad-hoc" projects other than their usual operational activities. The current « Loi de Financement » has reduced BNGRC's dedicated funding.
12	Indicators are understood, disseminated, used & measured as per agreed calendar & methodology	Assumptions: • Indicators have been properly explained & disseminated to relevant BNGRC's personnel along with appropriate tools • Data sources feeding indicators are in place (supply chain reports) Risks: • Indicators are not appropriate/easy to understand	« A *key performance indicator* is a quantifiable measure a company uses to determine how well it's meeting its operational and strategic goals[10]. »

[10] https://www.thebalancesmb.com/what-are-key-performance-indicators-2296142

		• Data source feeding indicators is not yet existing, nor used Mitigation: • Both data source documents and indicators have been approved by BNGRC's management • Personnel responsible for collecting data has been identified	
13	All personnel ToR's are updated to reflect new SC policies and job requirements	Assumptions: • BNGRC has a dedicated HR personnel with existing policies (such as filing system, personnel files, existing ToR for all roles within BNGRC) Risks: • No existing HR system/management in place • No existing ToR for current logistics staff Mitigation: • BNGRC's management approves the proposed ToR for logistics staff • BNGRC has dedicated funding for recruiting required logistics staff to comply to proposed logistics organogram	"Job descriptions provides a consistent understanding across departments of job position roles and how they help the organization to grow[11]"
14	Training package are made available to all personnel, including easy access and tracking of progress per staff (% achievements)	Assumptions: • BNGRC has a performance appraisal policy in place (or at least an annual performance review) • BNGRC has a digital platform available to host all training packages that could be made available to personnel	

[11] https://astronsolutions.net/the-importance-of-job-descriptions/

		• BNGRC offers dedicated hours during official hours for personnel to follow training class rooms (online or physical) Risks: • No financial capacity to set the training center nor training facilitation for BNGRC's personnel • No interest from relevant logistics staff to follow specific mandatory training related to their role Mitigation: • Mandatory/conditional training to be made available at staff enrolment or updated for existing staff	
15	Written MoU, agreements and/or contracts are finalized with clear & measurable progress of deliverables	Assumptions: • Availability of training packages, university curriculum and/or private training center in Madagascar • Free training opportunities available (if possible) Risks: • No free training options available • No certified training opportunities (to be recognized internationally) • No financial capacity from BNGRC to provide paid training Mitigation: •	

16	Regional coordination mechanisms supported (south/south cooperation)	Assumptions: • BNGRC engages with NDMA counterparts on a regular basis on sharing common challenges and best practices • BNGRC has signed some MoU/agreement to agree on south/south cooperation mechanisms Risks: • No engagement from BNGRC nor other NDMA on improving coordination and cooperation • No dedicated funds for this activity Mitigation: • At least one engagement workshop to be organized where all NDMA stakeholders discuss and come up with a common action plan/roadmap for improving their cooperation • Action plan results in a signed off MoU between parties in order to design the roadmap of activities and way forward	Recognized by the UN as a key means of effecting technical cooperation, South-South cooperation has therefore become increasingly important in recent years as a way to share knowledge, experiences, know-how, solutions and technologies[12]
17	Shared services and platforms provided	Assumptions: • Information management systems are in place and functional (each NDMA have functional websites and add counterpart's links for information sharing in a commonly understood language) • Mailing list are updated per country and regularly used • Content of information to share is reviewed and validated on a regular basis	

[12] https://www.un.org/ga/search/view_doc.asp?symbol=A/73/383&Lang=E

		Risks: • No dedicated information personnel available in each country • No regular content created/updated • Online media not functional • No engagement from all stakeholders Mitigation: • Regular dissemination of regular key activities that are common to each country	
18	Linkages to financial resources and insurance services facilitated	Assumptions: • BNGRC is not "solely" funded by the Malagasy government (cash other than in-kind donations) • BNGRC has a dedicated advocacy department with the experience to submit proposal with sufficient technical inputs Risks: • No dedicated funds available for this activity • BNGRC not in the capacity to draw financial needs through their usual advocacy mechanisms Mitigation: • Financial support from institutional donors to support south/south coordination	Current BNGRC's financial capacity do not permit any "ad-hoc" projects other than their usual operational activities. The current « Loi de Financement » has reduced BNGRC's dedicated funding.