



18 February 2003

United Nations Joint Logistics Centre

(UNJLC)

CONCEPT

1. INTRODUCTION

In case of major disaster with substantial humanitarian multi-sectorial involvement during the immediate relief phase, the UN Agencies involved may consider that the establishment of a Joint Logistics Centre would contribute to the rapid response, better coordination, and improved efficiency of the humanitarian operation at hand. Many examples can be drawn from past experiences of extensive interagency coordination and collaboration in large-scale emergencies. The success of these experiences has, in part, been due to the ability of the involved agencies to maintain a certain degree of flexibility in establishing joint operations. Nevertheless, it was noted that the ad hoc establishment of such joint logistics centres suffered from lack of an agreed concept, terms of reference, procedures, trained staff and, in some cases, adequate communications and office equipment.

2. AIM

The aim of this Concept is to establish the requirements and the basic framework for activating a United Nations Joint Logistics Centre (UNJLC) in case of large-scale humanitarian emergency with multi-sectorial participation. The concept will:

- Define the Role and the Scope of the UNJLC;
- Discuss the context in which this role should be fulfilled and propose possible organisational structures.
- Establish the necessary staffing and equipment requirements, including guidelines for activating and deploying the UNJLC in humanitarian crisis situations.

3. GENERAL APPROACH

A stand-by capacity will be developed for facilitating, if required, the timely activation and deployment in the field of a United Nations Joint Logistics Centre-UNJLC. The UNJLC will support the United Nations Agencies and possibly other humanitarian organisations that operate in the same crisis area. The capacity includes the option to establish satellite Joint Logistics Centres (JLC) dispersed at critical locations in the theatre of operations and offering logistics support on a reduced scale. A Field Operations Manual (FOM) with Terms of Reference (TOR), Procedures and Checklists for operating the UNJLC complements this Concept. Flyaway

packages for supporting one UNJLC and at least two JLC's should be made available (Annex C). These flyaway packages should allow the UNJLC to be self-supporting as a logistics planning and operations centre in an austere environment.

The UNJLC will be activated in accordance with the guidelines at Annex D. Upon activation, Agencies will establish a Deployment Requirements Assessment (DRA) Team to carry out a quick evaluation of the logistics situation and determine the requirements to deploy the UNJLC in the crisis area. This DRA Team will work in close coordination with the humanitarian authorities and, if deployed, with the United Nations Disaster Assessment and Coordination (UNDAC) Team. It will take all necessary measures for installing the UNJLC and draft Ad Hoc Terms of Reference (TOR) for endorsement by the relevant humanitarian authorities. In case of Peacekeeping Operations or in a complex environment, the UNJLC activation will be coordinated with the Department of Peacekeeping Operations (DPKO) or the relevant Military Entities.

4. UNJLC ROLE AND SCOPE OF ACTIVITIES

- The role of the UNJLC will be to optimise and complement the logistics capabilities of cooperating agencies within a well-defined crisis area for the benefit of the ongoing humanitarian operation.
- For the purpose of this Concept, multi-agency logistics are defined as “the different means to logistically support humanitarian operations other than purely Agency related”. The UNJLC will provide logistics support at operational planning, coordination and monitoring level. Unless specified otherwise, the UN Agencies and other humanitarian bodies, which are established in the area, will continue to exercise their normal responsibilities. As a result, the UNJLC will not be involved in policy and establishment of humanitarian needs and priorities.
- Responsibilities will be defined as per the requirements on a case by case basis but will, in principle, be limited to logistic activities between the points of entry and distribution in the crisis area. Detailed responsibilities are outlined in the UNJLC Field Operations Manual (FOM) but the main functions would be:
 - Collecting, analysing and disseminating logistics information relevant to the ongoing humanitarian operation,
 - Scheduling the movement of humanitarian cargo and relief workers within the crisis area, using commonly available transport assets,
 - Managing the import, receipt, dispatch and tracking of non-assigned food and non-food relief commodities;
 - Upon specific request, make detailed assessments of roads, bridges, airports, ports and other logistics infrastructure and recommend actions for repair and reconstruction.
- The scope of the UNJLC activities may vary with the type of emergency, the scale of involvement of the cooperating partners and the humanitarian needs. In general terms, the UNJLC would:
 - Serve as an information platform for supporting humanitarian logistics operations;
 - Upon specific request, coordinate the use of available warehouse capacity;
 - Coordinate the influx of strategic humanitarian airlift into the crisis area;

- Serve as an information platform for recommending the most efficient modes of transportation;
- Identify logistical bottlenecks and propose satisfactory solutions or alternatives;
- Serve as the focal point for co-ordinating facilitation measures with local authorities for importing, transporting and distributing relief commodities into the country;
- Provide reliable information regarding the logistics capacity in meeting the prioritisation of targets;
- Be the focal point to coordinate humanitarian logistics operations with the Local Emergency Management Authorities (LEMA) or, in a Peacekeeping or Complex Environment, with the Department of Peace Keeping Operations (DPKO) or the relevant military entities;

5. PRIORITISATION

In coordination with the Local Emergency Management Authorities (LEMA) and/or the UN Resident/Humanitarian Coordinator, the activating Agencies will prioritise the overall humanitarian needs of the beneficiaries. Such prioritisation decisions should be supported by the UNJLC in terms of providing information on the common transport assets which are available for movement into needed locations. If required, the UNJLC could then be responsible for scheduling and monitoring the movement of the required relief commodities either by aircraft, train, truck, boat, etc.

6. UNJLC LOCATION, STRUCTURE AND STAFFING

The UNJLC location, structure and staffing will be determined by each specific emergency and reflected in the Ad Hoc Terms of Reference (TOR). The UNJLC should be established within the operational support structure of the Emergency Humanitarian Coordinator or the relevant Local Emergency Management Authority (LEMA), as the case may be. A typical reporting diagram is at Annex A.

Logistics experts from UN Agencies and involved operationally in the emergency and, if required, other humanitarian organisations and donor nations, will provide the staffing. Seconded staff will be fully integrated into the organisational structure of the UNJLC but, in line with the established priorities, may monitor the processing of those items related to the activities of their sponsoring organisation. In the case of non-UN military involvement, OCHA/MCDU may be requested to second Civil and Military Coordination (CMCoord) staff. A typical UNJLC organisational structure is at Annex B. Guidance for qualification requirements of the UNJLC staff members is included in the Field Operations Manual.

7. EXIT STRATEGY

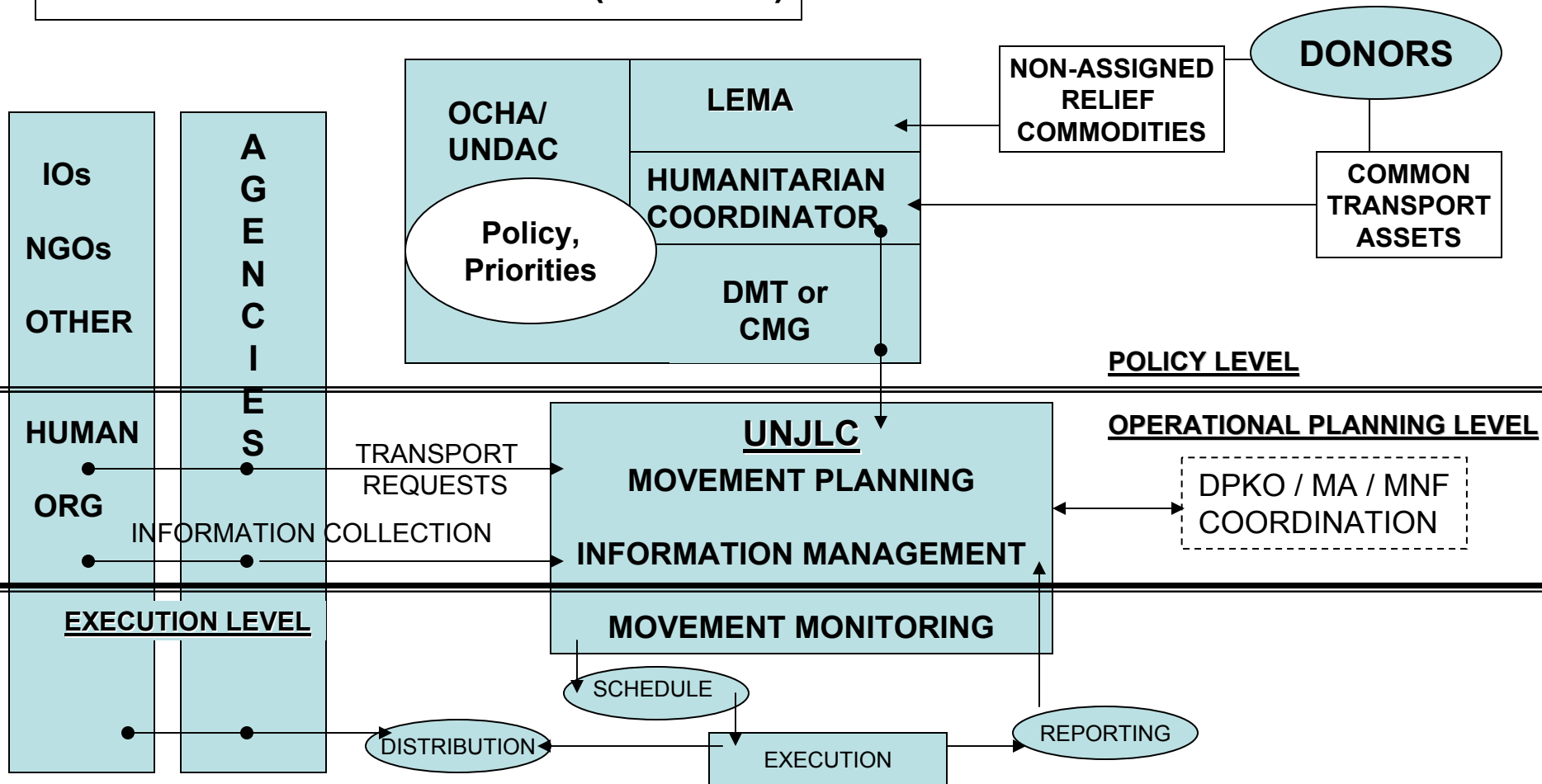
The objectives of the UNJLC are to optimise and complement the logistics capabilities of cooperating agencies during the initial phase of a large-scale emergency. After the initial relief phase, humanitarian activities will focus on rehabilitation and/or resettlement and UN Agencies' logistics will revert gradually to their normal concept and procedures. This transition should be anticipated and a proper exit strategy should be established and reflected in the Ad Hoc TOR.

8. TRAINING

UN Agencies, IOs, NGOs and Donors are encouraged to earmark logistic experts for staffing the UNJLC. Common training sessions should be organised to familiarise the experts with this Concept and the procedures described in the UNJLC Field Operations Manual.

DECISION LEVEL DIAGRAM (TYPICAL)

ANNEX A to UNJLC CONCEPT



During large-scale emergencies without military involvement, the UNJLC may be integrated into the structures of the Local Emergency Management Authority (LEMA). The UNJLC could also be under the direct supervision of the Humanitarian Coordinator or the Lead Coordinating Agency, which will most likely be the case in a Peacekeeping Environment. In principle, the LEMA, in consultation with the Humanitarian Coordinator the UN Agencies will establish humanitarian priorities.

Donors may offer transport assets for common use to the LEMA, the Humanitarian Coordinator or the Lead Coordinating Agency. In such a case, beneficiaries should forward transport requests to Movement Planning which, in turn, publishes the daily transport schedule. Depending on the mode of transportation, the execution will be coordinated between Movement Monitoring and the Movement Execution Cell. After mission execution, the UNJLC Information Management Section will collect and process all necessary reports. If required by the LEMA, the UNJLC Supply/warehousing section may further draw up an inventory, assist in storage and eventually coordinate the allocation of unsolicited humanitarian commodities.

In a Peacekeeping or Complex environment, movements and humanitarian versus military priorities will be coordinated with the respective Logistics Operations Centres of the Department of Peacekeeping Operations (DPKO) or relevant Military Entities.

UNITED NATIONS JOINT LOGISTICS CENTRE

CHIEF (+ Deputy)

ADMIN/FACILITIES
MANAGER

NGO REP

CM Coord

ICT SUPPORT

SUPPLY/
WAREHOUSING

SUPPLY
OFFICER

MOVEMENT CONTROL

**SENIOR MOVEMENT
CONTROL OFFICER**

MOVEMENT POLICY AND
EXTERNAL COORDINATION

**INFORMATION
MANAGEMENT**

**LOGISTICS
INFORMATION
OFFICER**

SATELLITE
JLCs

FIELD
COORDINATION
OFFICER
(CM Coord)

MOVEMENT PLANNING

**MOVEMENT
PLANNING OFFICER**

AIR PLANNING

SURFACE
TRANSPORT
PLANNING

**MOVEMENT
MONITORING**

**MOVEMENT MON
OFFICER**

PAX Movt

CARGO Movt

**LOGISTICS
INFRASTRUCTURE
ASSESSMENT**

PROJECT OFFICER

ASSESSMENT
EXPERTS

COMMODITIE
S TRACKING

REPORT
ANALYSIS

DATABASE
MANAGEMENT

WEB
MASTER

GIS

REMARK: The basic UNJLC structure is in bold. The dotted lines reflect the modular approach.

FLYAWAY PACKAGES FOR SUPPORTING UNJLC

REMARK: The flyaway package is designed for equipping one UNJLC and two satellite JLC, or two UNJLC without satellite JLC, deployed at two different locations.

<u>CONDITION</u>	<u>EQUIPMENT</u>	<u>UNJLC</u>	<u>JLC 1</u>	<u>JLC 2</u>
Office Space available. Office furniture available. Telephone system available with access to international network. Electricity available. Mobile telephone network available	Sixteen(16) Laptop Computers with CD R/W and modem	8	4	4
	Sixteen(16) Mobile phones with connection tools for laptop	8	4	4
	Eight (8) Satellite phones	4	2	2
	3 H.F. Radios	1	1	1
	Four (4) Fax machines	2	1	1
	Twelve(12) Telephones	6	3	3
	Four (4) Laser Printers	2	1	1
	Three (3) Colour Printers	1	1	1
	Four (4) Photo Copiers	2	1	1
	Stationary (Printing cartridges, paper, whiteboards, etc)	2	1	1
	Sixteen (16) Lightweight GPS	4	2	2
	Three (3) DFMS Bases	1	1	1
	Three (3) HF Bases	1	1	1
	Three (3) VHF Bases	1	1	1
	Three (3) VHF Repeaters	1	1	1
	Sixteen (16) Handsets Radio's (VHF)	8	4	4
	Cartography equipment	1		
	Satellite Phones	6	2	2
	Eight (8) Digital Cameras	4	2	2
	First Aid Kits	2	1	1
Vehicles	2	1	1	
Bikes	4	2	2	
No office furniture available	UNJLC: Two offices, one small (2 persons) and one large. JLC: One large office			
	3-12 tables or desks(1 per person) , size 2 by 1 metres.	6	3	3
	2-4 conference tables (1 for each, UNJLC and JLC's)	1	1	1
	2-4 tables for faxes, printer, photocopier and scanner.	2	1	1
	2-4 tables for miscellaneous matters.	1	1	1
	2-4 filing cabinets (1 per office)	2	1	1
	2-4 Briefing boards/flip chart.	2	1	1
No mobile network	Additionally twelve (12) VHF handsets	8+6	4+3	4+3
No Office Space	Four (4) office tents	2	1	1
No Accommodation	Thirty (30) individual tents	20	5	5
	Thirty (30) individual Staff kits (Sleeping bags, mosquito ntes, food rations, etc)	20	5	5
	Latrines	2	1	1
No static telephones	Additionally Eight (8) Satellite phones	4	2	2
No electricity	Three (3) Power generators/UPS/Stabilisers	1	1	1

Cash for recruiting manpower and/or acquisition or renting of equipment/transport: US\$ 100,000

Note : Software to include:

- Standard market-available general data processing packages (e.g. MS Office) and Lotus Notes
- Standard market available specific package (e.g. Maps, GIS)

UNJLC Activation Guidelines

1. At the onset of a large-scale emergency with multi-sectoral involvement, an interagency consultation between a core group of Agency decision-makers, as designated by the IASC-WG, will take place as expeditiously as possible (e.g. teleconference in the case of sudden onset emergencies and as part of the contingency planning/ preparedness process lead-time permitting for others). Activation would be a consensus decision among this group.
2. This consultation will determine whether the conditions exist to warrant the establishment of a UNJLC in the crisis area or existing inter-agency logistics co-ordination mechanisms are to be strengthened. This consultative group shall take a decision within 24 hours, and will be informed by the following:
 - The magnitude of Agency involvement and attendant logistics resources required to implement the anticipated emergency response;
 - Early warning, contingency planning inputs and emergency preparedness measures from concerned agencies as well as situation assessments made by the UNJLC Unit in Rome of the breaking emergency;
 - UNJLC should advise participating agencies the resources available within UNJLC Unit in Rome and resources expected from participating agencies ,
 - The advice of the concerned UN Country Team representatives in respect of inter-agency logistics coordination,
 - The need for a common platform to collect, analyse and publish logistics information; and
 - Possible involvement of Military and Civil Defence Assets (MCDA) as well as CM Coord activities, in coordination with OCHA's MCDU
3. In the case of complex emergencies involving a peacekeeping or multinational force, activation will be co-ordinated with the relevant authorities. In this case, the Special Representative of the Secretary General (SRSG) and/or the UN Resident/ Humanitarian Co-ordinator, should be consulted.
4. In Sudden Onset Disasters, the consultation process will take place in close co-ordination with the relevant UN designated official, OCHA and the Local Emergency Management Authority (LEMA). The UNJLC may be represented on UNDAC missions to assess inter-agency logistics co-ordination structures and requirements.

5. Following the decision, WFP in its lead role, will take the necessary actions for deploying the UNJLC within 48 hours and in co-ordination with concerned agencies, which will include:
 - Advising all relevant authorities of the imminent activation of the UNJLC;
 - Establishing a Deployment Requirement Assessment (DRA) Team to determine the requirements for deploying a UNJLC;
 - Providing full administrative and operational support to the UNJLC;
 - Designating or recruiting a Chief UNJLC from the roster;
 - Identifying and recruiting suitable UNJLC staff from the roster;
 - Arranging requisite ICT support for the UNJLC;
 - Taking the necessary actions to deploy a UNJLC Flyaway Kit, or parts thereof;
 - Estimating the total cost of the proposed UNJLC operation;
 - Initiating the mobilisation of adequate resources for the UNJLC deployment; and
 - Determining exit strategy.