

# WELCOME

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## LOGISTICS CLUSTER GLOBAL MEETING

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LOGISTICS  
CLUSTER

# WiFi

Network: BSC

Password: vng384vng384

# #LogClusterGM

logcluster.org |  logcluster |  @logcluster





# START OF DAY ONE

Session will start at 9:00



# Welcome & Introductions

# 23 November

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8:30-9.00	<i>Coffee</i>
9:00-10:00	Welcome & Introductions
10:00-10:30	Recap from Lyon Meeting
10:30-11:00	<i>Coffee Break</i>
11:00-13:00	Nepal Operation
13:00-14:00	<i>Lunch Break</i>
14:00-15:00	World Humanitarian Summit
15:00-15:30	Post - 2015 Strategy - Intro
15:30-16:00	<i>Coffee Break</i>
16:00-17:00	Post - 2015 Strategy



# Exercise:

- **Discuss one major challenge you see affecting the humanitarian supply chain in the coming years**



# Exercise:

- **Discuss the most exciting and innovative professional idea you've been exposed to in the last year**





# Recap from Lyon Meeting

# Global Logistics Cluster Meeting



Lyon, May 2015

**Operations** (Yemen, Nepal, Ebola)  
and **Strategy** discussions

## Sector Projects

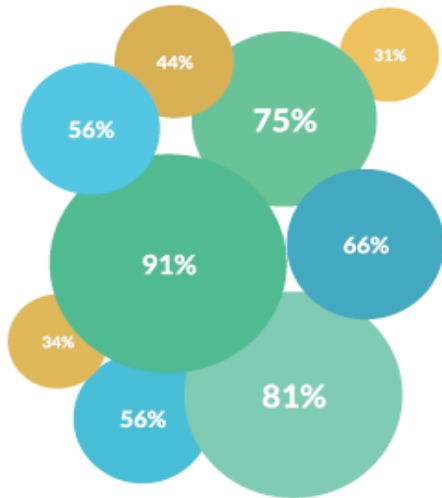
Professionalisation (incl training, career pathway, fleet), Pandemic Preparedness, Emergency Health Units, UNDAC, Customs, support to NDMOs, Hum Log Platform, ERCC, WHS, Cash & Markets

## Participation

52 participants over two days  
36 organisations represented



# Post Lyon Global Meeting Survey Results



## Reasons for attending

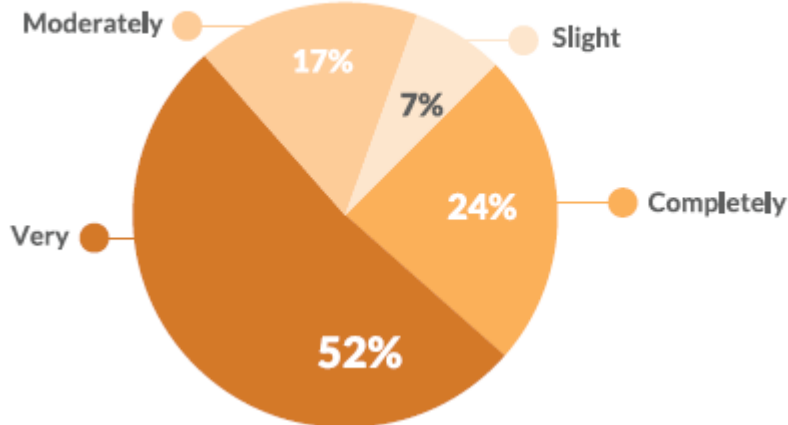
- To network/make **new connections**
- To **exchange ideas** with colleagues and experienced peers
- To **represent my organisation** at this meeting
- Collecting **new information**
- To influence the **strategy and future** of the Logistics Cluster
- To learn about **new topics** which are of interest to me
- To **know more** about the Logistics Cluster
- To **give feedback** on the Logistics Cluster
- To **present** a topic/project



**Best rated content**

**Operational Discussions: Nepal and Yemen**

## Satisfied with variety of content





## Comments – What to improve and Ideas for Next Time?

- Strategy, standardization and preparedness
- Working together on academic-humanitarian research initiatives
- More break-out sessions to facilitate innovation and engagement
- Role of Logistics Cluster in working with NDMOs

# Action Points – Lyon 2015



- ✓ Fleet Management Working Group
- ✓ NGO Seconded
- ✓ Executive Summary of WHS Network Paper to be submitted
- ✓ Cash and Markets Videos 2 & 3, including French Video 1
- ✓ Incorporate Preparedness into the strategy
- ✓ Develop next strategy in cooperation with Strategy Working Group and during next GLM
- ✖ Collaborative Lessons Learned Ebola Response



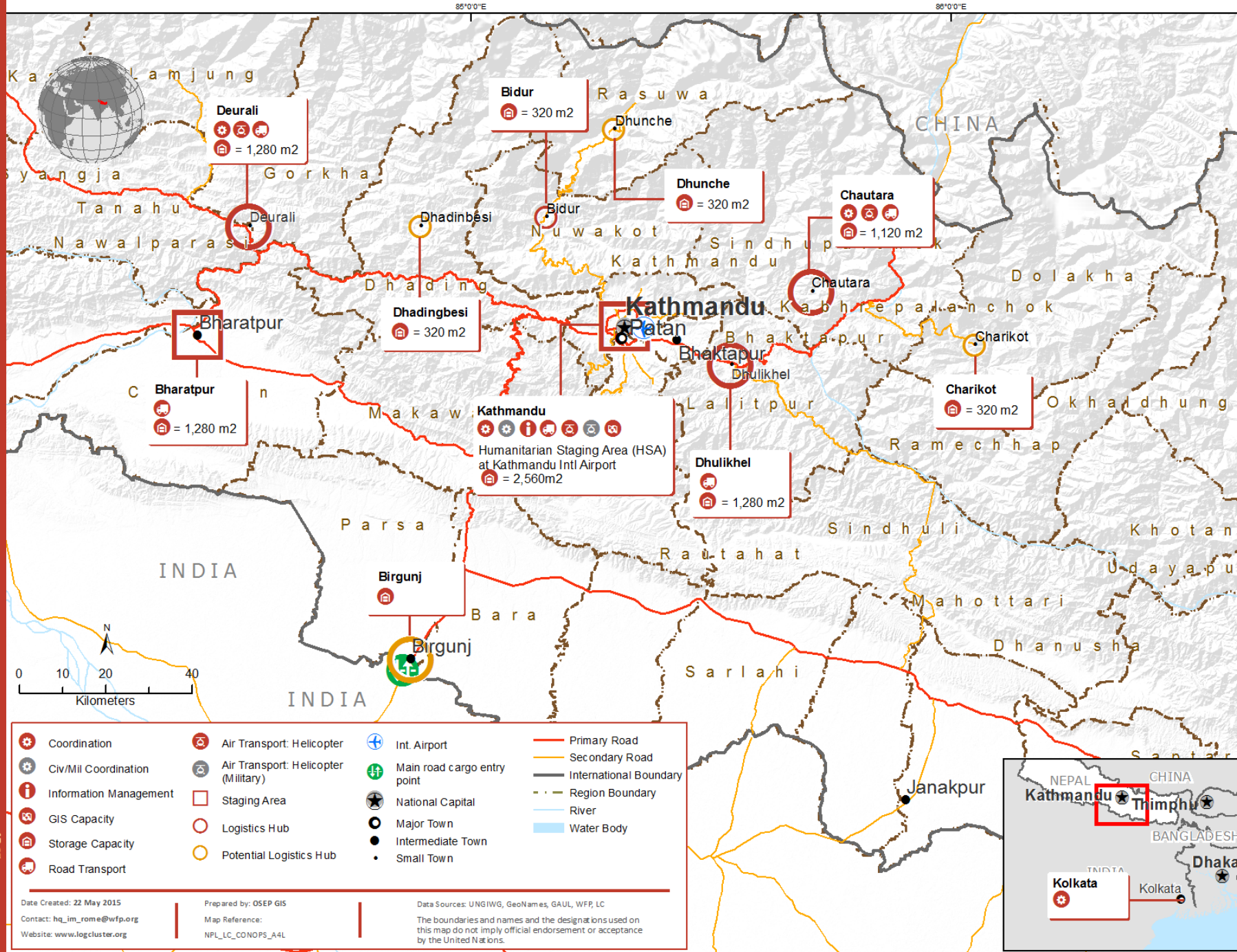
# COFFEE BREAK

Session will re-start at 11:00



# Nepal Earthquake Response Lessons Learned









# **Logistics Cluster Lessons Learned**

## **Key Findings and Recommendations**

# Overview



# Overview



# Key Findings



## Major Themes

### BEST PRACTICES

**Effective preparedness  
(WFP Country Office and  
Regional Bureau)**

**Proactive Partnership  
approach**

### LESSONS LEARNED

**Challenges of ‘Service’  
Cluster**

**Operational Challenges –  
WFP’s Capacity as a Lead  
Agency**

# Key Findings and Recommendation – Coordination



## “Unified Response, minimize duplication”

### BEST PRACTICES

Preparedness investment

Strong leadership

### CHALLENGES

Inter-cluster coordination

Participation in decision-making

Cargo prioritization

Funds management

### RECOMMENDATIONS

Broader preparedness coordination

Strategic advisory group

Advocate for prioritization



# Key Findings and Recommendations – Information Management



“Contribute to efficient and effective response through facilitation and sharing of information”

## STRENGTHS

- Timeliness
- Consistency
- Accessibility
- Relevance of content

## CHALLENGES

- Staff turnover –
- Newcomers with a lack of cluster awareness

## RECOMMENDATIONS

- Newcomers briefing package
- Raise issues with donors and orgs for wider buy-in – e.g. customs and border issues

# Key Findings and Recommendations – Logistics Services



Objective: *‘Facilitate effective and efficient access to the affected population’*

## STRENGTHS

Leadership at the onset of the emergency

Fast start-up

## CHALLENGES

Appropriate Equipment for Hubs  
Cargo Prioritisation  
Funds Management  
RAO – new operating mechanism  
– Relevant areas for all cluster partners? (5 areas covered)  
Cargo Tracking

## RECOMMENDATIONS

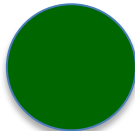

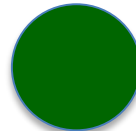
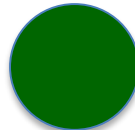
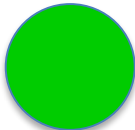
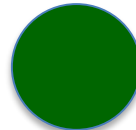
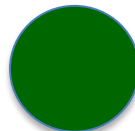

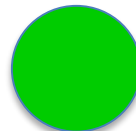
Surge Capacity – interest from partners in offering common ‘services’

Transparency in Funding constraints – enabling clear strategy and transition planning for service provider and users

# Overview



- Overall, the Logs Cluster response so far has been rated “relevant and effective” – achieving objectives in a timely fashion – Best Practices
- Efficiency in terms of cost effectiveness – Challenges & Lessons

Logistics Cluster Key Deliverables	Relevance/ Appropriateness	Efficiency	Effectiveness
Coordination			
Information Management			
Logistics Services			





**QUESTIONS?**



# WFP ENGINEERING

# Engineering



The background image shows a large-scale humanitarian emergency response site at sunset. Several large white tents are set up on a dirt field. In the foreground, a person in camouflage military uniform stands with their back to the camera. In the background, a tall building is visible, and a large truck is parked on the right. Several people are working around the site, and a tall light pole stands in the distance.

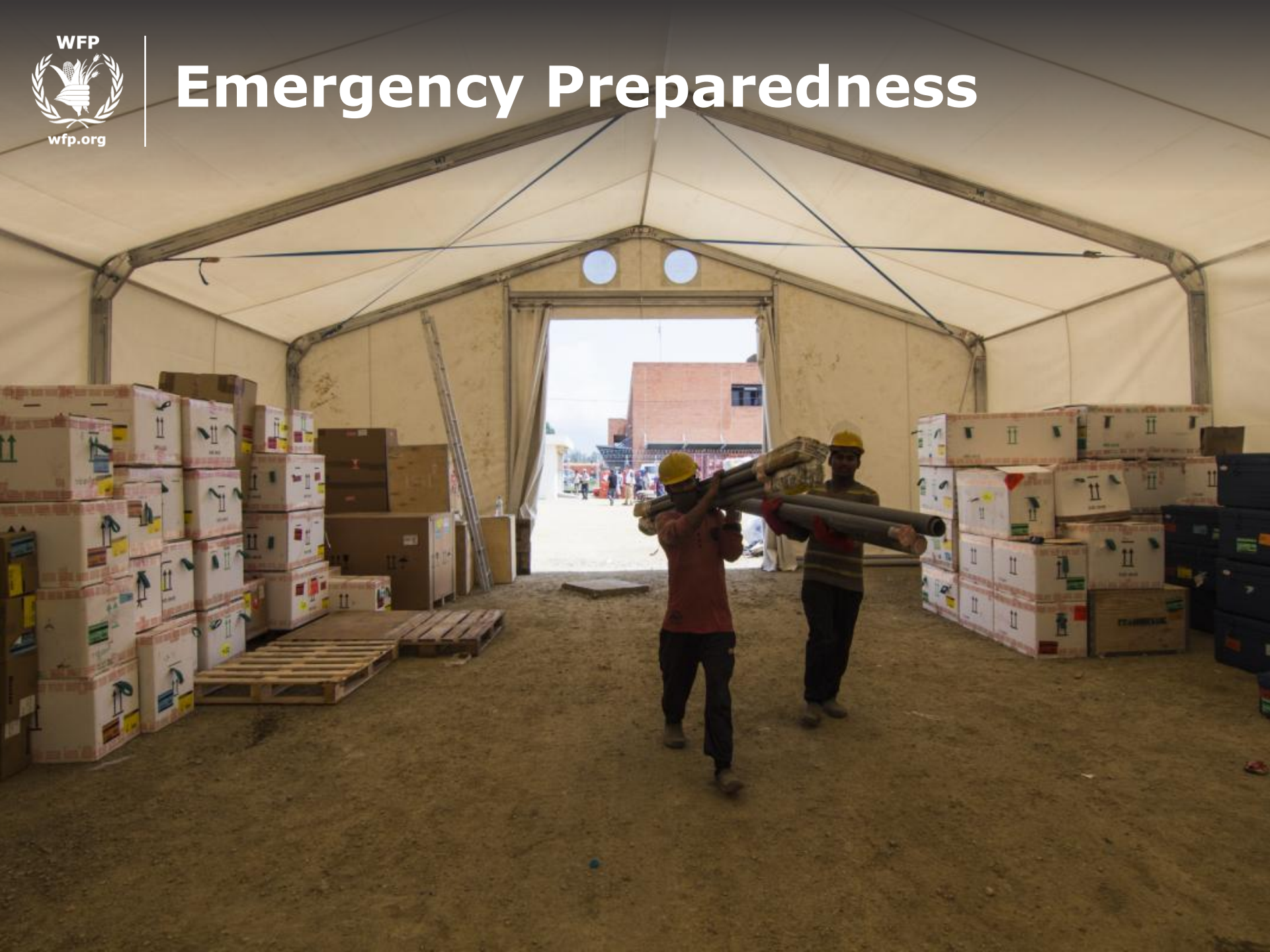
## Engineering in Emergencies

### From Preparedness to Response

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Logistics Cluster Global Meeting 2015

# Emergency Preparedness





# Visible Results





# Next Steps





# Challenges



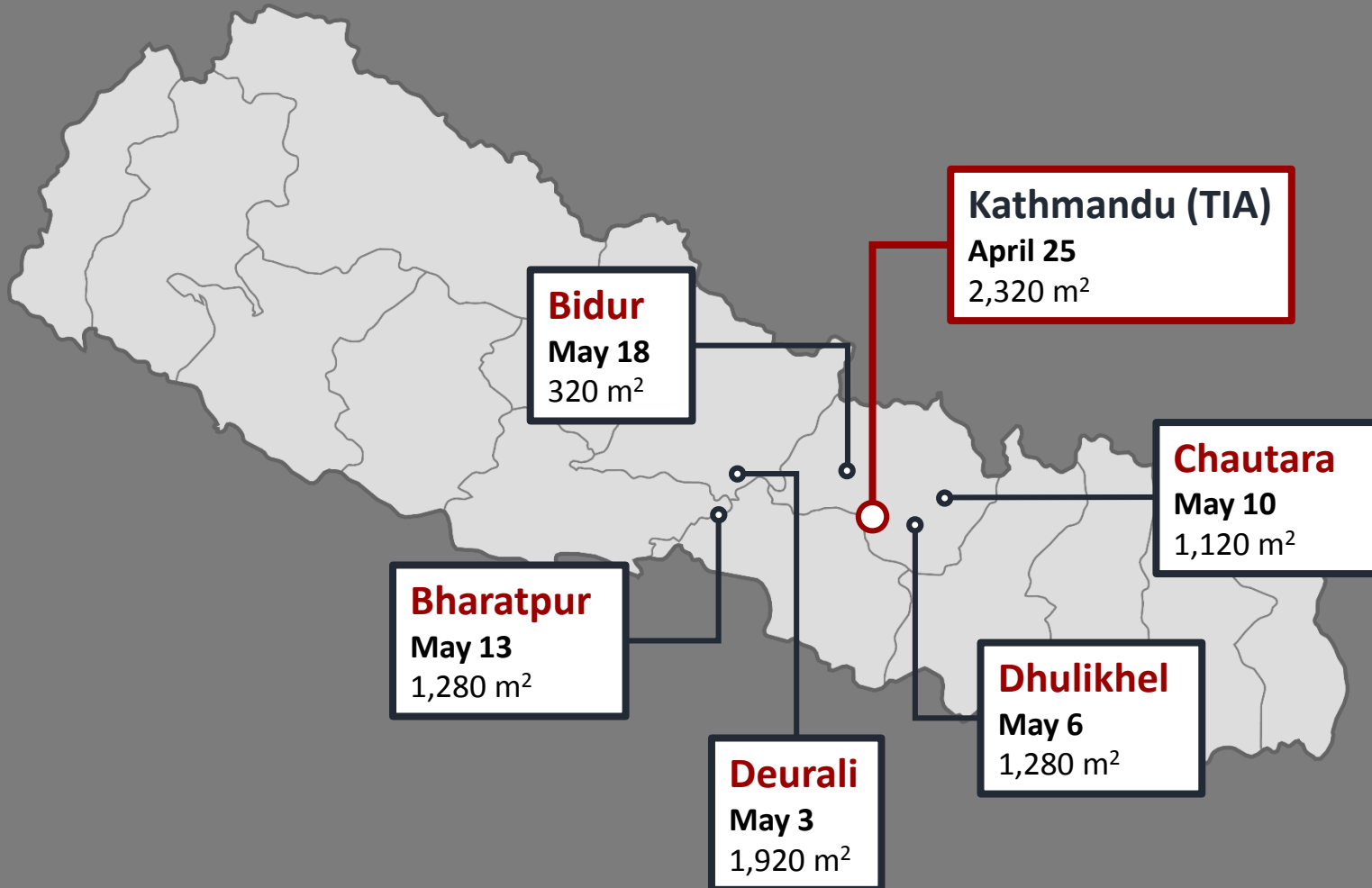


# Infrastructure in Emergencies





# Contribution to Nepal Response



# Other major works





# Key Challenges





# Access Infrastructure Working Group

- Coordination
- Knowledge management
- Government involvement





# Key Lessons



# Activities





# Questions







# Thank you

**Mark Finegan**  
[mark.finegan@wfp.org](mailto:mark.finegan@wfp.org)







# MAF EXPERIENCE IN NEPAL

# Dynamic role of air support

## From cargo to cash



# MAF Video: 'Five Days in Twelve Minutes'

# What we will look at...

- **MAF – *an overview***
- **Common sense of purpose**
- **A flexible approach to air support**
- **From cargo to cash**
- **Staying relevant**



# Introduction: who we are...

- Daniel Juzi
- Alan Robinson



# MAF – an overview



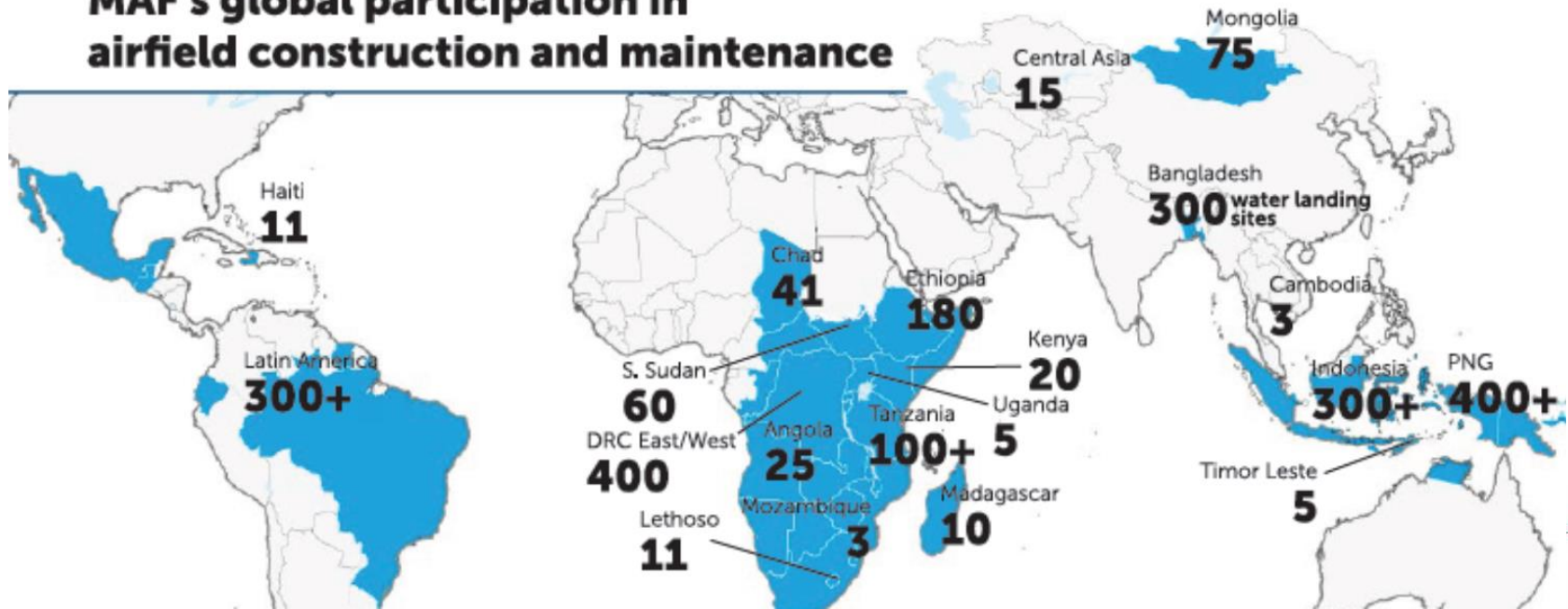
## Mission Aviation Fellowship - Bases World Wide

Updated: 13 March 2014 For Internal Use Only

# Why fixed-wing?

“In addition, many airstrips remain below specification for fixed-wing aircraft. An investment of US \$15 million in seven key air strips would be recovered in one year based on the savings of using small fixed wing planes (5mt payload) rather than helicopters.” *OCHA South Sudan Feb 2015*

## MAF's global participation in airfield construction and maintenance



# MAF – *DR mission*

To alleviate human suffering in affected  
hard-to-reach locations

## Humanitarian **principles**

- **Humanity**: human suffering must be alleviated wherever it is found (life is as precious in one part of the country as another)
- **Impartiality**: aid should be given according to need and not accessibility



# Common sense of purpose

## OCHA mission

“Mobilize and coordinate effective and **principled** humanitarian action in partnership with national and international actors in order to alleviate human suffering in disasters and emergencies.”

# A flexible approach to air support

Air Asset Coordination and Tasking (AACT)

Airbus AS350 B2 and B3 Helicopters



# MAF air support in Nepal - behind the scenes

## High rotation operation made it all possible



### PASSENGER PROTOCOL

Nepal Earthquake Relief Flights

#### Helicopter Operations Information - Briefing

How can you fly with MAFI-coordinated relief flight helicopters (operated by Fishair Air)?

- Agency Registration Form (for all agencies)
  - So we know if you are bonafide agency working in earthquake relief in Nepal.
  - If something were to happen, we have the agency's details and how we can contact.
- Passenger / Agency Protocol
  - Booking agents need to follow the "Passenger and

### MAFI Release

**IMPORTANT:** Read the contents of this form carefully. It is intended to be a legally binding document. By signing this form, you are expressly accepting its terms and conditions.

100 MISSION AVIATION FLEETWORK INTERNATIONAL, a company limited by guarantee, registered in England & Wales, private company limited by guarantee, limited liability company, registered office: 100 Mission Aviation Fleetwork International, 100 Mission Avenue, London, England, EC1A 3BB

### Air transport service - getting to hard-to-reach areas

**Background**  
MAFI has received a UK aid contribution to coordinate an air transport service to the humanitarian community in Nepal to assist in the earthquake response. This is providing

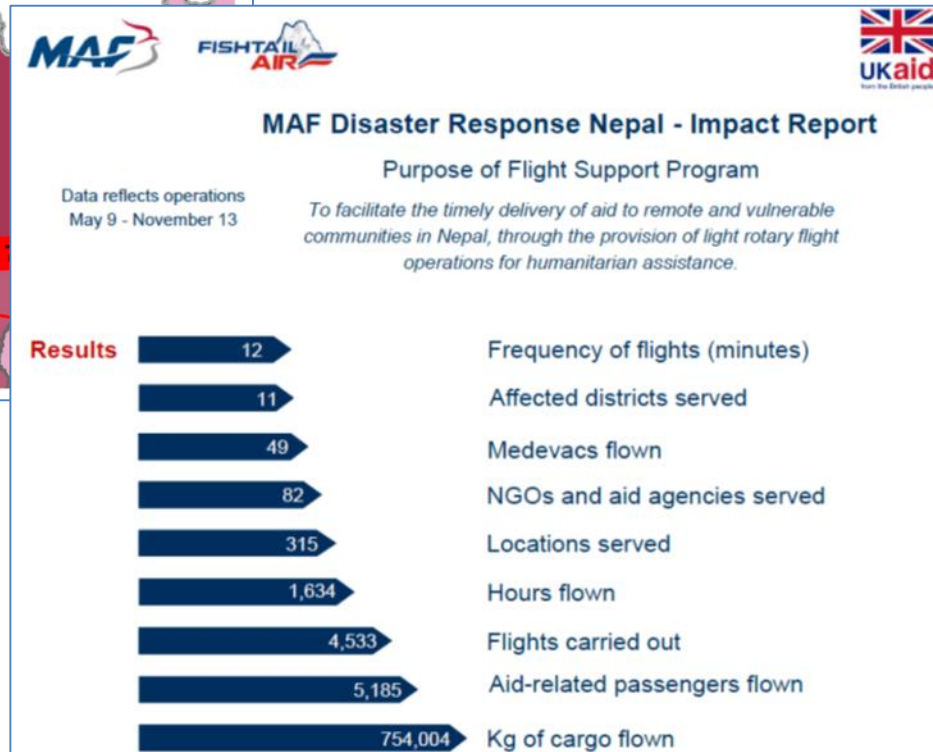
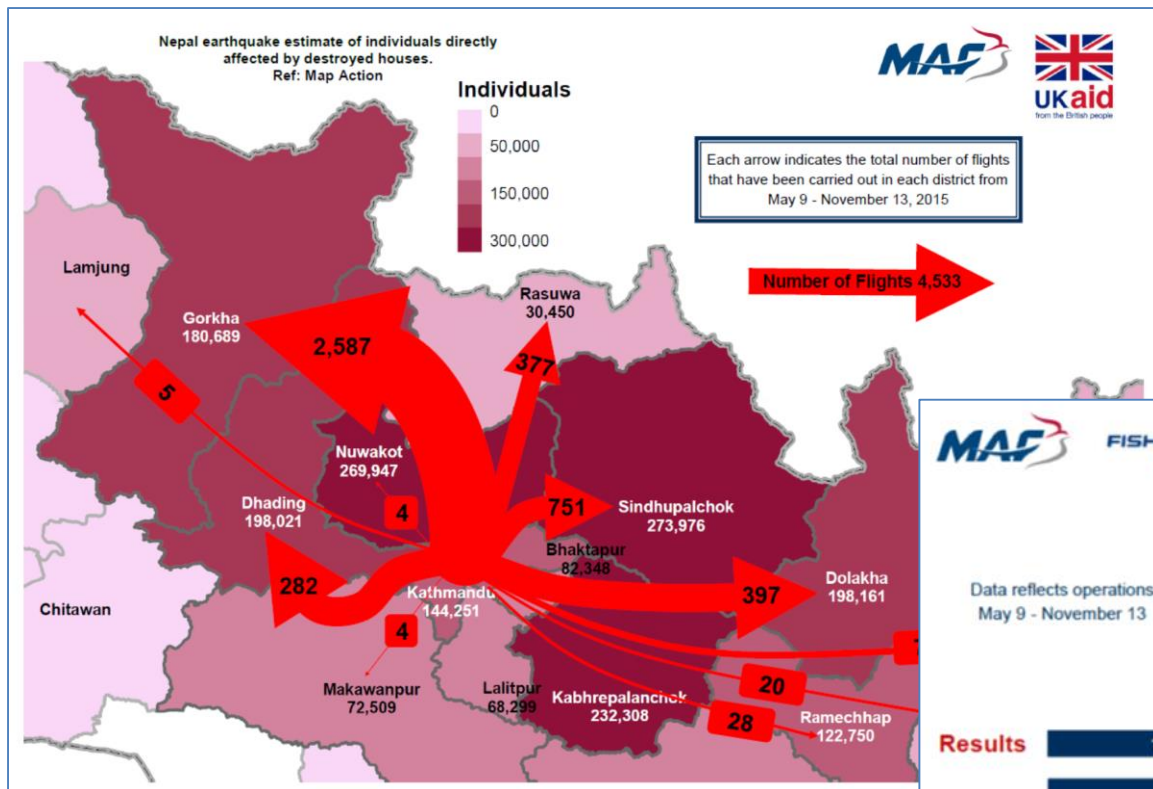
### Request for Change of Booking Agents

Today's Date: \_\_\_\_\_  
Organization Name: \_\_\_\_\_

Each Approved Agency may designate a maximum of two people as Booking Agents. Only those two Booking Agents may book MAFI-coordinated relief flights/volts in Nepal for their agency. It is the responsibility of each Approved Agency to inform MAFI of any changes to their designated local Booking Agents.



# MAF air support in Nepal - statistics





From cargo...



## ...to cash

- Unconditional cash transfer
- Conditional cash transfer





# Staying relevant – *in changing times*

There is a big push towards:

- National governments assuming responsibility
- More locally NGO-driven humanitarian systems of delivery
- Innovative ways of aid delivery
- Demonstrating value for money
- Increased effectiveness and efficiency
- Calls for accountability
- Greater coordination



Thank you



Questions?





# LUNCH BREAK

Session will re-start at 14:00



# **WORLD HUMANITARIAN SUMMIT**

# WORLD HUMANITARIAN SUMMIT (WHS)

## 5 major areas for action



### DIGNITY

Humanitarian action that puts people at its heart and **REACHES EVERYONE.**

### SAFETY

**PROTECTION** at the centre of humanitarian action.

### RESILIENCE

Collective action to strengthen resilience to crises, investing in **PREPAREDNESS**, managing and mitigating risk, reducing vulnerability.

### PARTNERSHIP

**DIVERSE AND INCLUSIVE** partnerships that reaffirm the core humanitarian principles.

### FINANCE

Efficient use of **RESOURCES** to preserve life, dignity and resilience in crises.



# **NETWORK PAPER ON SUPPLY CHAIN**

# Aim of Today's Presentation



Why are we presenting the paper today?

- ✓ Update Logistics Cluster participants on the project
- ✓ Advise on contents, tone & structure of the document and the future directions being set
- ✓ Explain the alignment between the paper and today's GLC strategy meeting



# History of the Paper



- ✓ First proposed by the HLA at the 2014 Copenhagen meeting as an advocacy paper in response to the World Humanitarian Summit
- ✓ 6 chapters containing valuable information were developed after 50 interviews with key stakeholders
- ✓ Initial content reviewed at 2015 Lyon meeting

## Reminder: Aims of the Paper



- ✓ Familiarize the wider **Humanitarian Community** with the supply chain, the potential added value it could provide, and the risks and opportunities ahead.
- ✓ Identify challenges and propose activities to address them
- ✓ Identify the prerequisites that must be fulfilled by other key stakeholders to affect change

## Recent developments



- ✓ Executive summary sent to WHS in time to secure a place
- ✓ Feedback from ODI stated:
  - ✓ Must be a discussion paper (as a base for future advocacy)
  - ✓ Document must have a higher level of internal cohesion
  - ✓ Must be short

***The change in vision meant a full restructuring of the documents, while retaining the original information***

**Many sponsors have generously contributed to the development of this paper, including ODI for its eventual publication.**

# New Framework



- ✓ **Target:** *Non-logistician decision-makers, attending the WHS and wider*
- ✓ **Scope:** *Focus on a disaster-response supply chain*
- ✓ **Role:** *Discussion paper as baseline for advocacy*
- ✓ **Content:**
  - *A catalogue of proposed activities addressing identified gaps, across many stakeholders*
  - *Annexes are supporting information to support later advocacy and idea development. They will not be included in the ODI publication.*

## Scope of the DRSC Paper



- ✓ Looks at Supply chains – *not just logistics!*
- ✓ Focuses on Disaster Response – *not development assistance!*
- ✓ Concerned with all parties involved involved in the Disaster Response Supply Chain, *not just Logistics Cluster or Humanitarian Logistics Association*



## Focus Areas



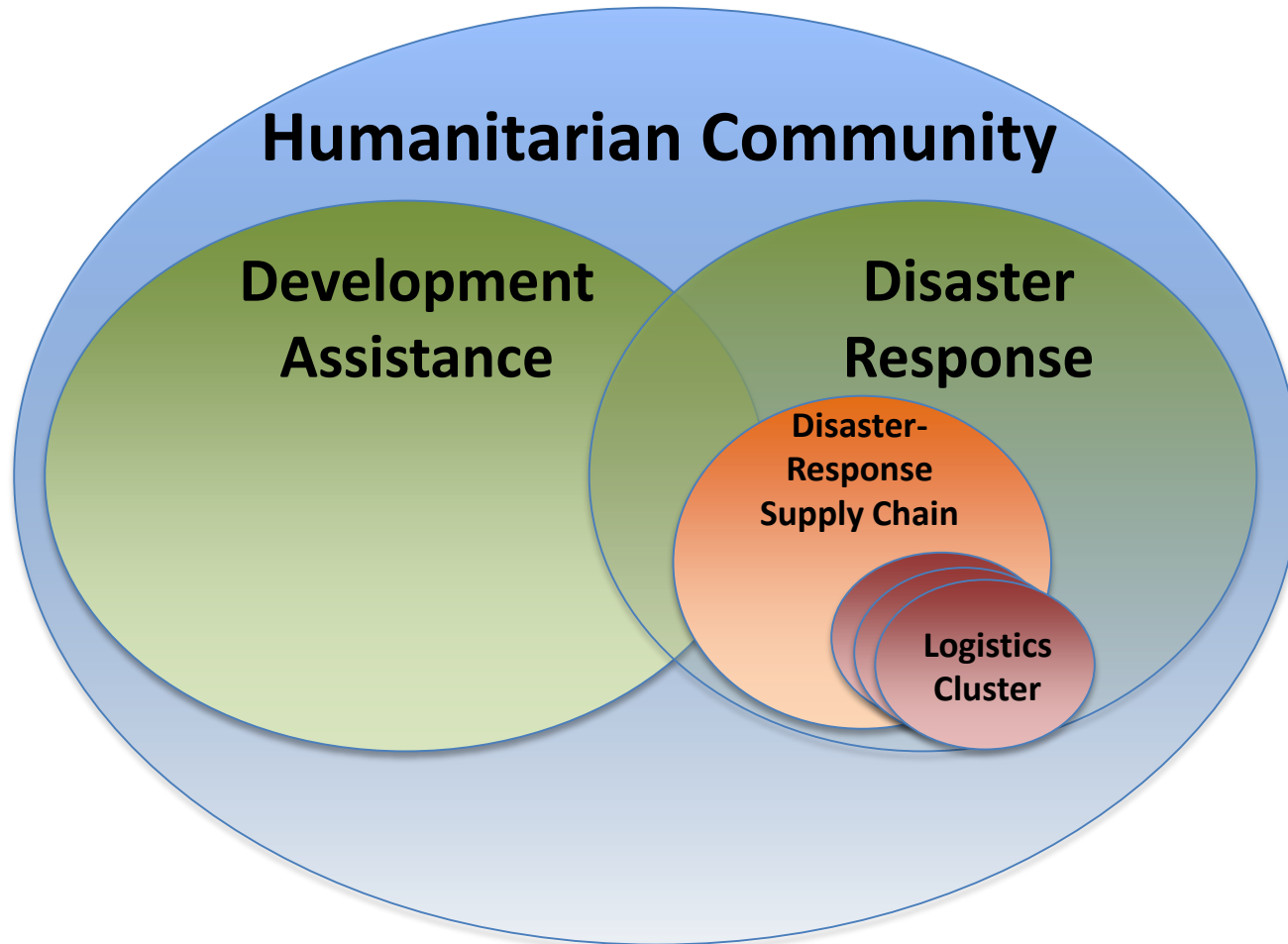
- ✓ **Preparedness:** *In response to an identified risk*
- ✓ **Renewal:** *Ensuring continuous development and improvement*
- ✓ **Operate & Optimize:** *Undertaken during a disaster-response*
- ❖ **Resilience:** Building DRSC that support local markets is a theme that runs through *Preparedness, Renewal* and *Optimization*

# Structure of the Paper



1. Identify **challenges** impacting the humanitarian community
2. Explore the **gaps** these **challenges** address
3. Propose **activities** to address those **gaps**
4. Show how the **activities** will **impact** the DRSC
5. Link the **impact** to *tangible benefits* for affected populations – ***a key target of the WHS*** – *categorised into Dignity, Safety, Resilience, Partnership & Finance*

# How does this fit with the GLC Strategy Meeting?



# Next Steps



- ✓ Validate and finalise the content of the document – additional input is needed!
  - ✓ Side-meetings will be held to discuss the content (times TBA)
  - ✓ Aaron is present to receive input and compile comments (in person or by email [aaron.holmes@wfp.org](mailto:aaron.holmes@wfp.org))
- ✓ Timeline:
  - ✓ 27-November: All input must be received
  - ✓ 04-December: Final editing be completed
  - ✓ 07-December: Steering Committee final validation for submission to ODI
  - ✓ Q1 2016: ODI publication & event
  - ✓ May 2016: World Humanitarian Summit, Istanbul



# GLC STRATEGY





# Exercise: Social Barometer



**‘It will become more  
challenging to respond to  
humanitarian emergencies in  
the coming years’**



**‘The humanitarian community has the right tools to respond to humanitarian emergencies in an effective manner’**



**‘The Logistics Cluster is well equipped to handle the challenges that the humanitarian system is expected to face in coming years’**





# COFFEE BREAK

Session will re-start at 16:00



# GLC Strategy – Process so Far

# STRATEGY



# 2013-2015 STRATEGY



1

## OPERATIONAL SUPPORT

Provide crucial operational services and information to support the humanitarian community.

2

## ACCOUNTABILITY

Remain accountable to all stakeholders.

3

## POLICY

Remain effectively engaged in policy development.



# PROPOSED STRATEGY DEVELOPMENT TIMELINE



## LOGISTICS CLUSTER

**GLOBAL  
MEETING**

## SURVEY

**RESULTS COMPILED  
AND SHARED**

**INITIAL STRATEGY  
SHARED FOR REVIEW**

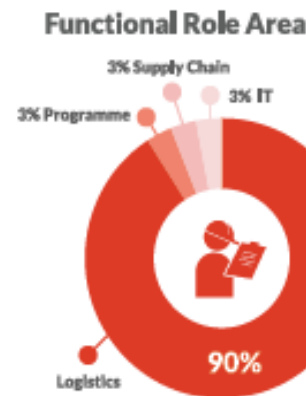


# POST-2015 STRATEGY SURVEY RESULTS



In order to gather recommendations on the methodology and processes to inform the Strategy post- 2015, a survey has been circulated to partners. Key findings are portrayed in the following graphs:

## PARTICIPANT FACTS



**31**

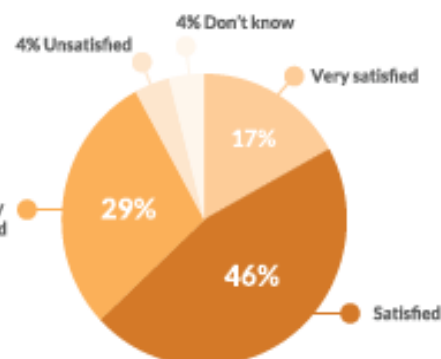
survey participants

**58%**

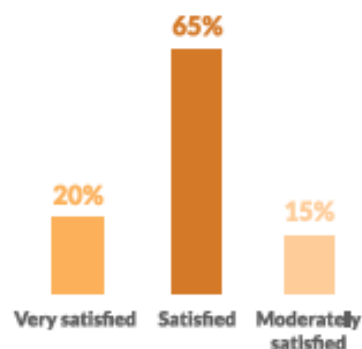
attended the Logistics Cluster Global Meeting in Lyon in May 2015

## STRATEGY METHODOLOGY AND PROCESS FEEDBACK

**Satisfied with the existing strategy (2013 – 2015), drafted in 2012?**



**Satisfied with the process outline proposed?**



**Satisfied in regards to the proposed timeline?**



**93%**

feel the Logistics Cluster fulfilled the key goals set out in the 2013-2015 Strategy

**75%**

of respondents feel it's very important/important that the strategy post 2015 is finalised by January 2016

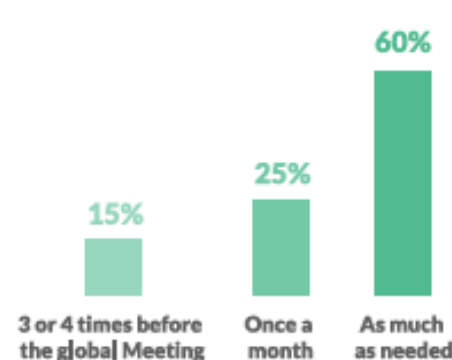
**67%**

feel aware and informed about the Logistics Cluster Strategy 2013-2015 and the needs for a Strategy post-2015

## Satisfied with the Working Group inclusivity?



## How often should the working group meet?



85%

satisfied with the proposal that the second Global Meeting 2015 includes a full day on discussing the Working Group Recommendations and Strategy post 2015

95%

satisfied that the Global Logistics Cluster chairs and acts as secretariat for the working group

75%

would prefer to use a version of the proposed methodology to revise and update the strategy for post 2015 (to be finalised by Jan 2016)

70%

recommend that the post 2015 strategy is revised within the three same core pillars the current 3 year strategy is focused on (Operations Support, Accountability and Policy)

## COMMENTS

- The strategy should be provocative and measurable and add to the previous strategy
- Should ensure continuity of current strategy
- Pleased with the 2013-2015 strategy and accomplishments so far, and eager to see starker improvements over the next 3 years
- Include a +10 year, long-term vision and objectives into the new strategic plan
- Ideas for strengthening staffing (increased numbers) of the GLC to improve continuity of operations
- There is an underrepresentation of mid-size and smaller size partners in the working groups
- The secretary could rotate between different members to facilitate their integration
- The pillar of Accountability should be elaborated in terms of inclusive partnerships

# Scenario 1



# Scenario 2





# DRAFT STRATEGY



## VISION

Fast and predictable humanitarian logistics operations that provide the right inputs for saving lives and for the delivery of humanitarian relief to affected populations.

# DRAFT STRATEGY



## MISSION

Ensure the humanitarian community has the ability to save lives through timely and reliable logistical service support and information.

# DRAFT STRATEGY



## VALUES

1. Accountability
2. Partnership
3. Professionalism

# DRAFT STRATEGY



1

## PREPARE

Strengthen the immediate response capacity of national and regional actors, and identify capacities for an effective humanitarian logistics response

2

## OPERATE

Provide crucial operational services and information in a timely way, to support the humanitarian community

3

## NETWORK & ADVOCATE

Engage with various actors on the global, regional and local levels to understand needs of stakeholders and advocate for humanitarian logistics role and requirements

4

## LEARN & IMPLEMENT

Continuously improve humanitarian logistics operations through learning from past operations, identifying gaps and sharing best practices within the Logistics Cluster



# Next steps...

## FINALIZATION

- SCOPE
- ACTIVITIES
- INDICATORS

## ENDORSEMENT

- BUDAPEST
- POST BUDAPEST

## FOLLOW UP

- BI-ANNUAL  
REPORTING ON  
PROGRESS
- MID-TERM REVIEW





**END OF DAY ONE**