Wifi

Network: HCR

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LOGISTICS CLUSTER

WELCOME

LOGISTICS CLUSTER GLOBAL MEETING

LOGISTICS CLUSTER

MEDAIR
EMERGENCY RELIEF AND RECOVERY

LEYSIN, NOVEMBER 2017

LOGISTICS CLUSTER

#LogClusterGM

logcluster.org | logcluster | @logcluster | @logcluster

medair.org | MedairInt | @MedairInt | @MedairInt

30 November

09:00-10:10	| Operations Update
10:10-10:40	| Logistics Cluster Finance
10:40-11:10	| *Coffee*
11:10-12:15	| Working Groups Update
12:15-13:00	| Logistics Cluster Strategy Update – Post 2018
13.00-13.30	| Meeting Wrap Up
13:30-14.30	| *Lunch Break*

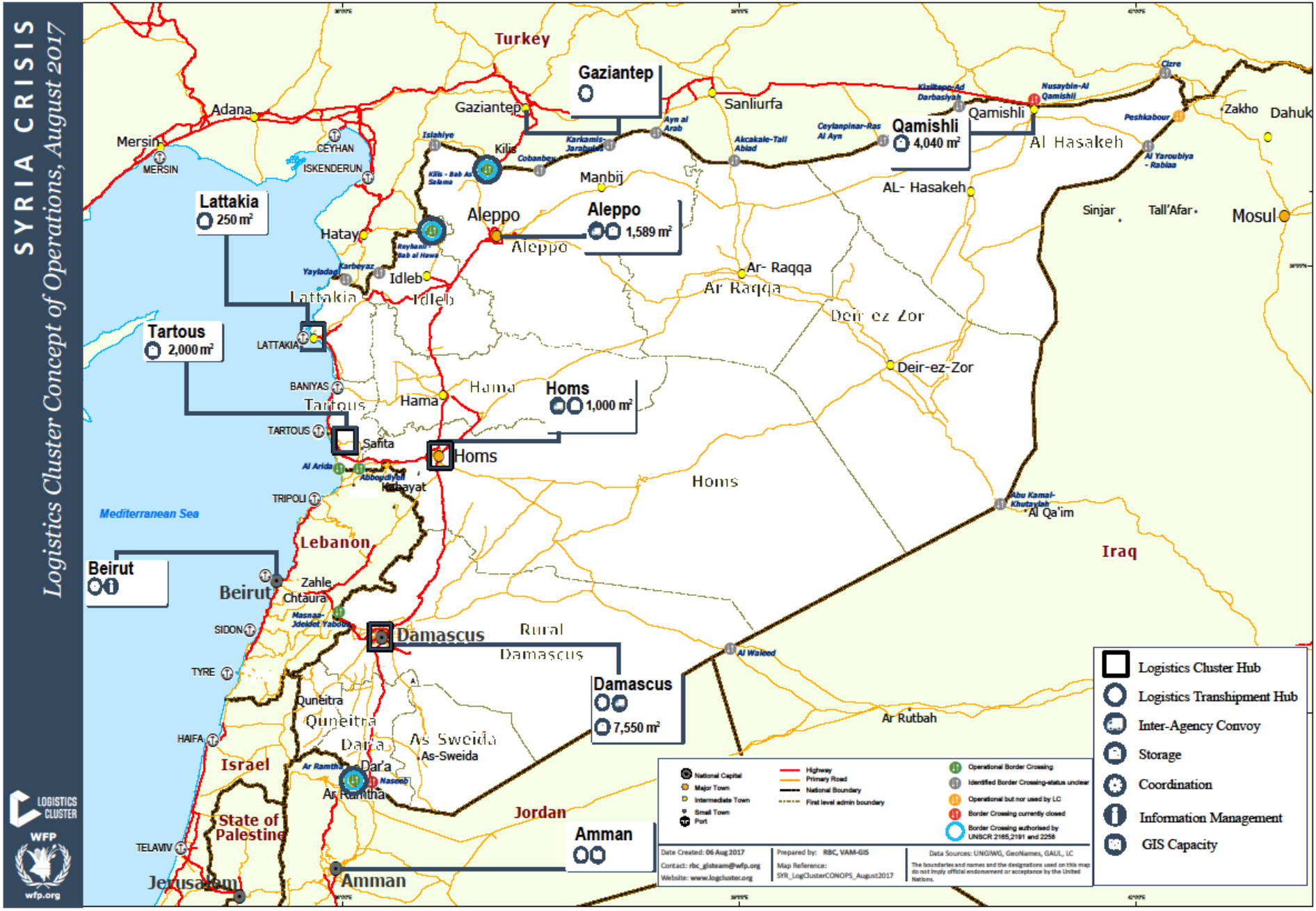
Operations Update

Logistics Cluster Syria Response

Whole of Syria Response

- Syria
- Turkey **+ transshipment services**
- Jordan **+ transshipment services**

LOGISTICS CLUSTER


SYRIA CRISIS
Logistics Cluster Concept of Operations, August 2017
Turkey
Gaziantep
Adana
Mersin
MERSIN
CEYHAN
ISKENDERUN
Lattakia
250 m²
Tartous
2,000 m²
Aleppo
1,589 m²
Idleb
Hama
Homs
1,000 m²
Sanliurfa
Qamishli
4,040 m²
Al Hasakeh
AL- Hasakeh
Ar- Raqqa
Ar Raqqa
Deir ez Zor
Deir-ez-Zor
Sinjar
Tall'Afar
Mosul
Zakho
Dahuk
Cizre
Peshkabour
Nusaybin-Al Qamishli
Kiziltepe-Ad Darbasiyah
Ceylanpinar-Ras Al Ayn
Ayn al Arab
Akcakale-Tall Abiad
Manbij
Kilis
Islahiye
Cobanbey
Karkamis-Jarablus
Kilis - Bab Al Salama
Reyhanli - Bab al Hawa
Karbeyaz
Yayladagi
LATTAKIA
BANIYAS
TARTOUS
Safita
Homs
Al Arida
Abboudiyeh
Kobayat
TRIPOLI
Mediterranean Sea
Lebanon
Beirut
Beirut
Zahle
Chtaura
Masnaa-Jdeidet Yabous
SIDON
TYRE
Damascus
Rural Damascus
Damascus
7,550 m²
Quneitra
Dar'a
As Sweida
As-Sweida
Ar Ramtha
Naseeb
HAIFA
Israel
State of Palestine
TELAVIV
Jerusalem
Jordan
Amman
Amman
Iraq
Abu Kamal-Khutaylah
Al Qa'im
Al Waleed
Ar Rutbah
Logistics Cluster Hub
Logistics Transhipment Hub
Inter-Agency Convoy
Storage
Coordination
Information Management
GIS Capacity
National Capital
Major Town
Intermediate Town
Small Town
Port
Highway
Primary Road
National Boundary
First level admin boundary
Operational Border Crossing
Identified Border Crossing-status unclear
Operational but nor used by LC
Border Crossing currently closed
Border Crossing authorised by UNSCR 2165,2191 and 2258
Date Created: 06 Aug 2017
Contact: rbc_gisteam@wfp.org
Website: www.logcluster.org
Prepared by: RBC, VAM-GIS
Map Reference: SYR_LogClusterCONOPS_August2017
Data Sources: UNGIWG, GeoNames, GAUL, LC
The boundaries and names and the designations used on this map do not imply official endorsement or acceptance by the United Nations.
LOGISTICS CLUSTER
WFP
wfp.org
Map Reference :SYR_LogClusterCONOPS_August2017_20171018

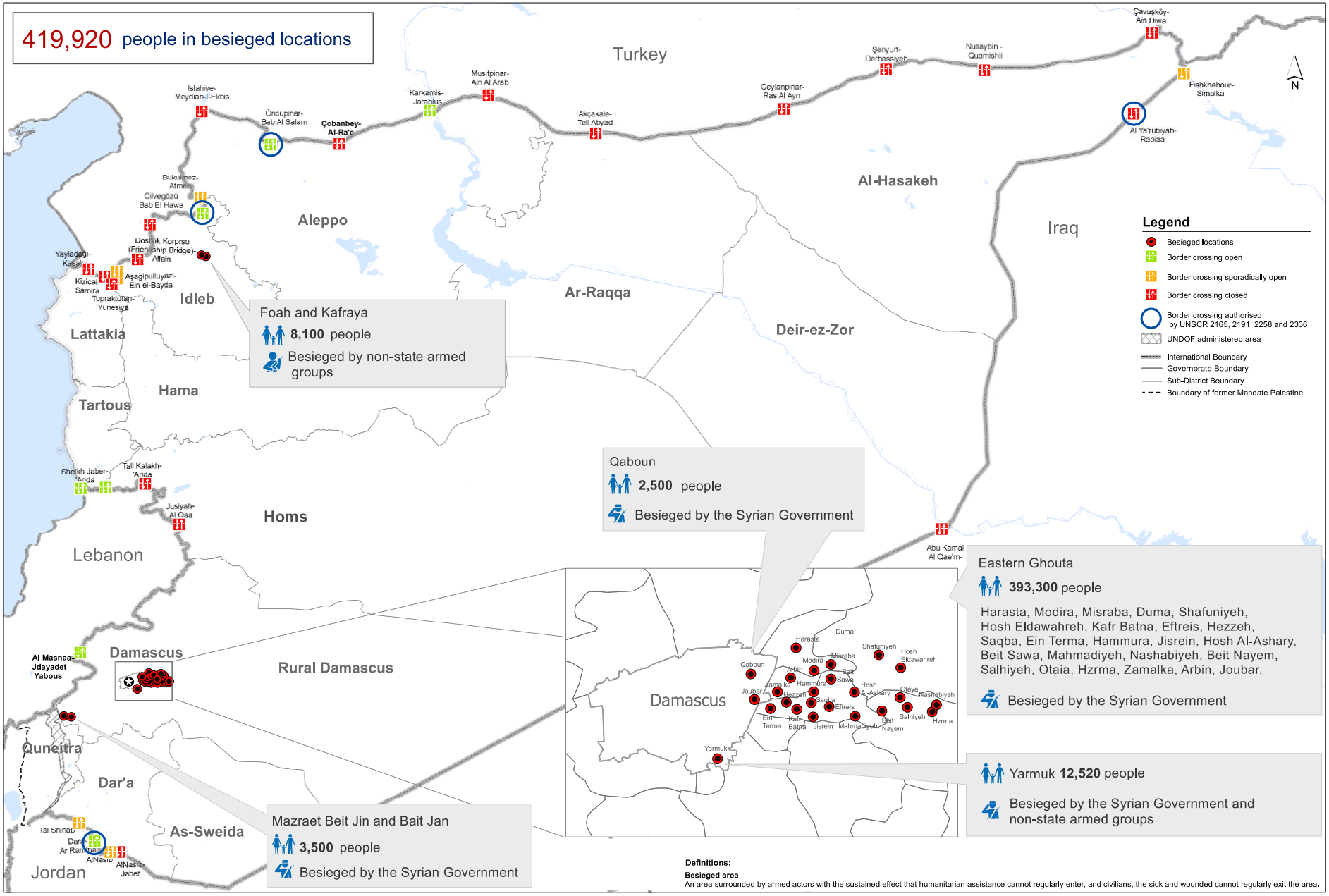
Response from within Syria

- Coordination and information management
- Inter-agency humanitarian convoys to hard-to-reach and besieged areas jointly with SARC, ICRC, and UN organizations from Damascus, Homs, and Aleppo hubs.
- Emergency airlift from Damascus to Qamishli (currently phased out)
- Common storage in Damascus, Homs, Lattakia, Tartous, Aleppo, and Qamishli
- Fuel for winterization activities
- Capacity building through trainings and purchase of equipment

Syrian Arab Republic: Besieged communities (as of 27 Sep 2017)

OCHA

419,920 people in besieged locations



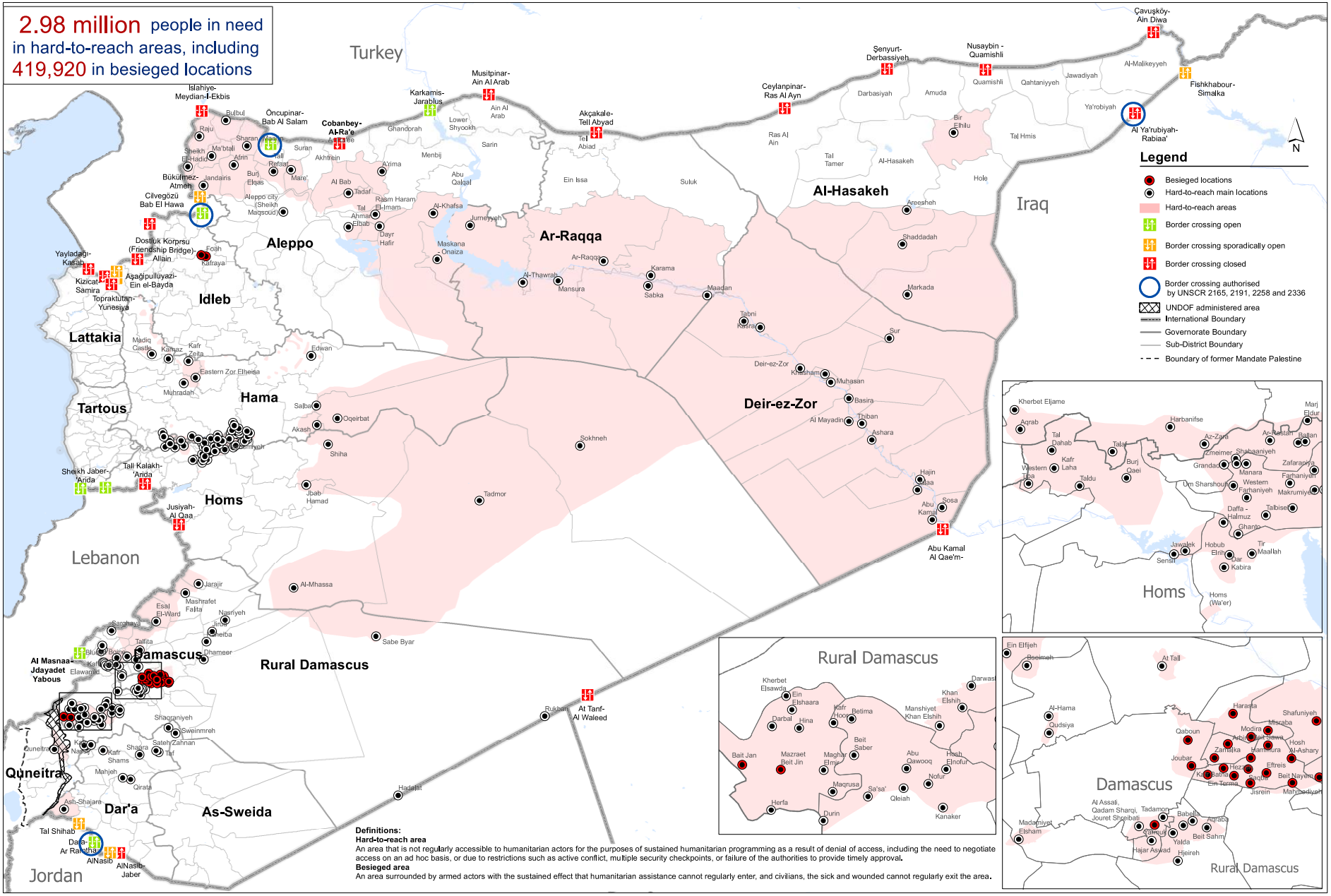
Definitions:

Besieged area
An area surrounded by armed actors with the sustained effect that humanitarian assistance cannot regularly enter, and civilians, the sick and wounded cannot regularly exit the area.

Syrian Arab Republic: Overview of hard-to-reach and besieged locations (as of 27 September 2017)

OCHA

2.98 million people in need in hard-to-reach areas, including **419,920** in besieged locations

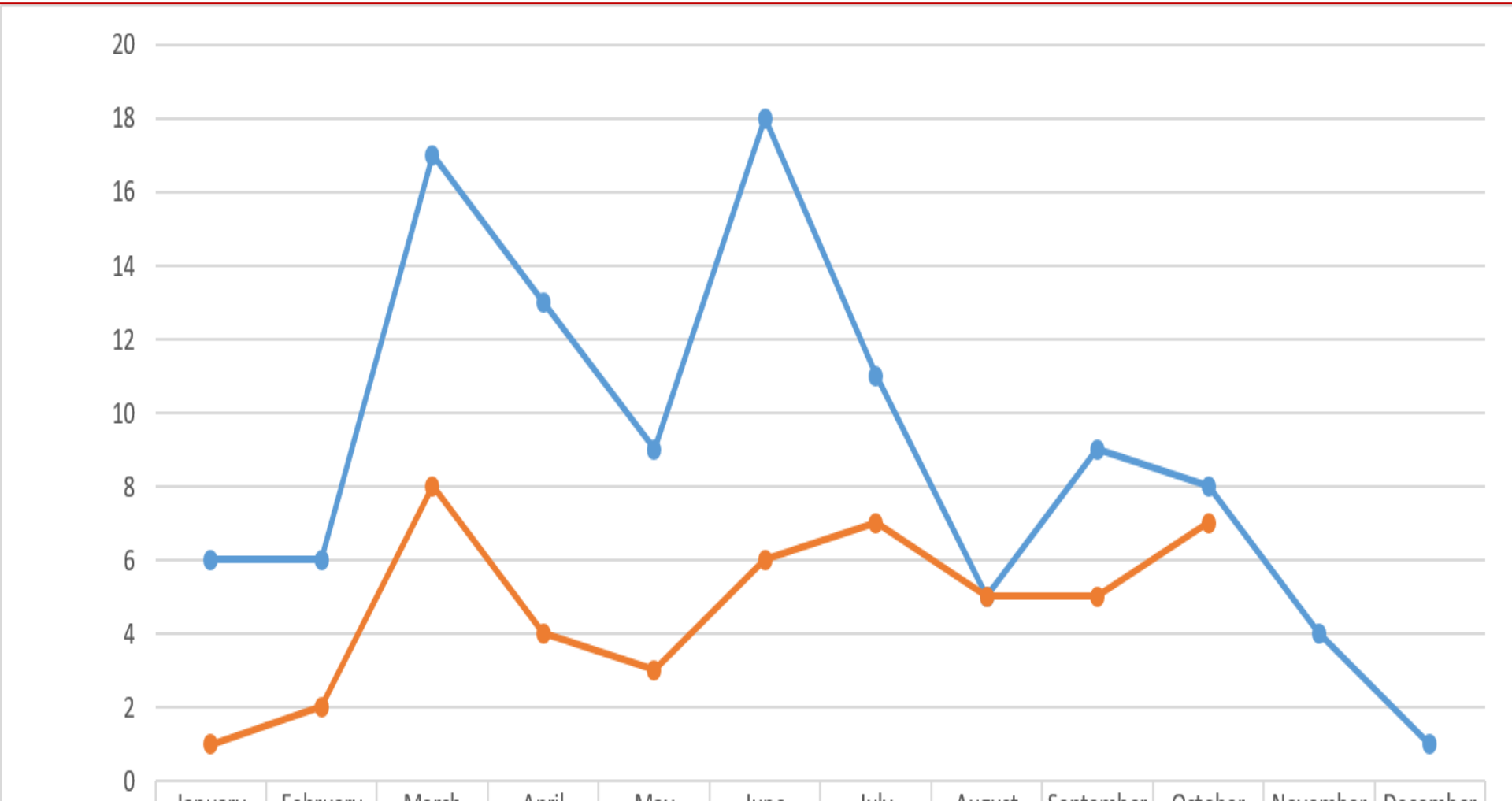


Definitions:

Hard-to-reach area
An area that is not regularly accessible to humanitarian actors for the purposes of sustained humanitarian programming as a result of denial of access, including the need to negotiate access on an ad hoc basis, or due to restrictions such as active conflict, multiple security checkpoints, or failure of the authorities to provide timely approval.

Besieged area
An area surrounded by armed actors with the sustained effect that humanitarian assistance cannot regularly enter, and civilians, the sick and wounded cannot regularly exit the area.

Inter-Agency Convoys

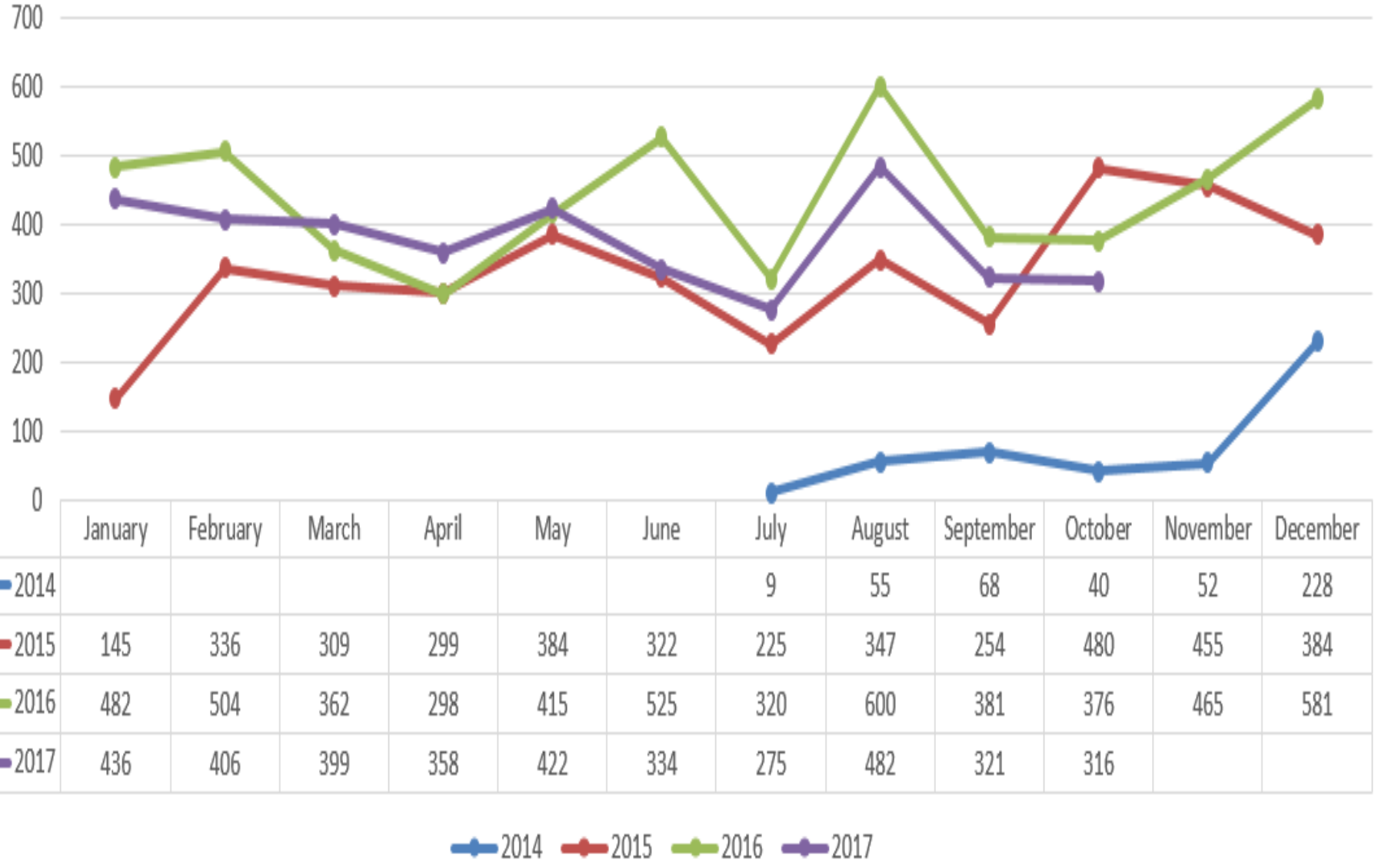


	January	February	March	April	May	June	July	August	September	October	November	December
2016	6	6	17	13	9	18	11	5	9	8	4	1
2017	1	2	8	4	3	6	7	5	5	7		

Turkey & Jordan Cross-Border Operation

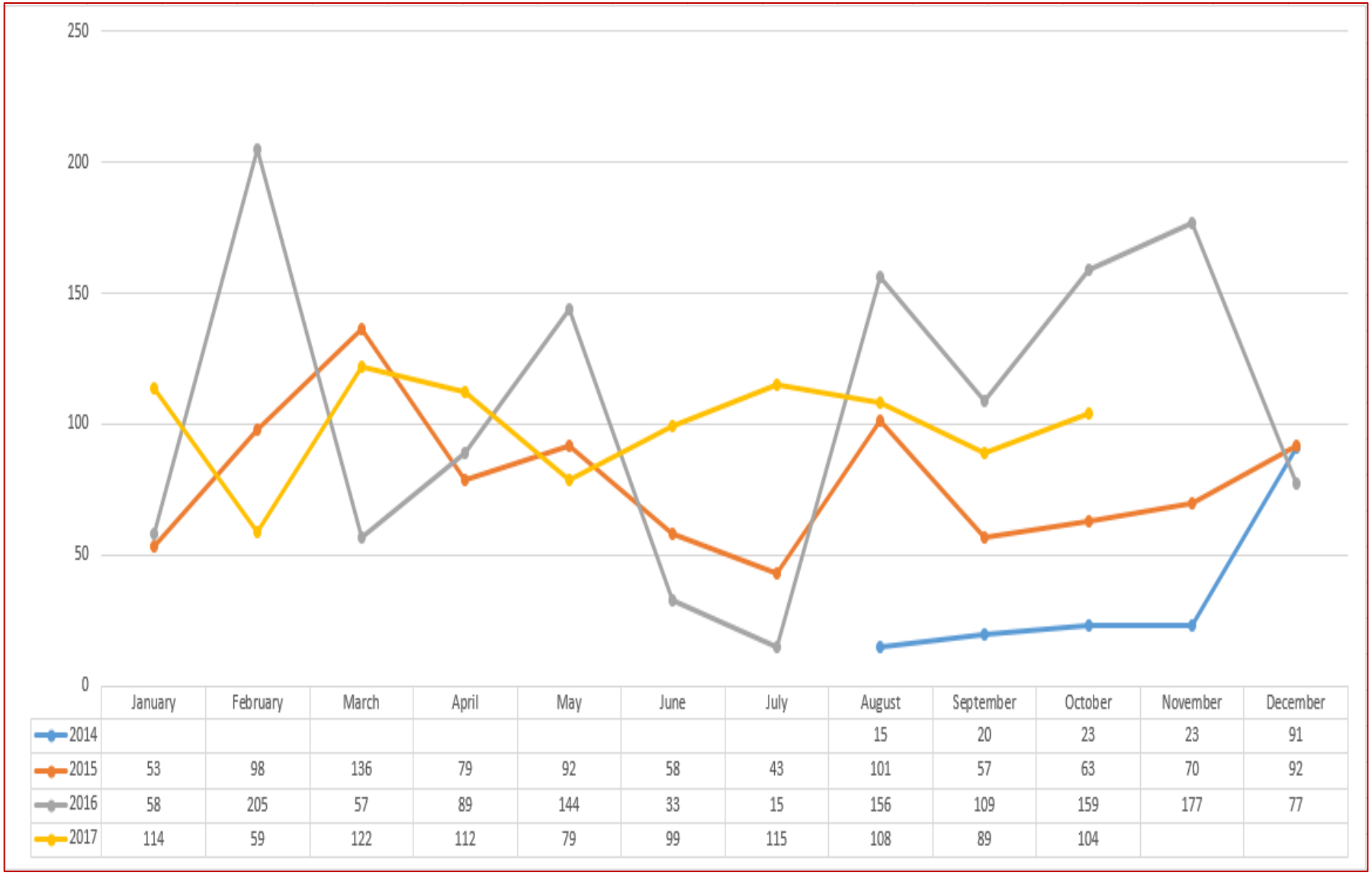
- Coordination and information management
- Transshipment services at Bab-al Hawa and Bab-al-Salama hubs from Turkey
- Transshipment and transport services at Ramtha hub from Jordan
- Capacity building through trainings and purchase of equipment

Turkey Cross-Border Operation



	January	February	March	April	May	June	July	August	September	October	November	December
2014							9	55	68	40	52	228
2015	145	336	309	299	384	322	225	347	254	480	455	384
2016	482	504	362	298	415	525	320	600	381	376	465	581
2017	436	406	399	358	422	334	275	482	321	316		

Jordan Cross-Border Operation



	January	February	March	April	May	June	July	August	September	October	November	December
2014								15	20	23	23	91
2015	53	98	136	79	92	58	43	101	57	63	70	92
2016	58	205	57	89	144	33	15	156	109	159	177	77
2017	114	59	122	112	79	99	115	108	89	104		

Summary of 2017 activities as of 31 Oct	
Inter-Agency Humanitarian Convoys	48
Damascus-Qamishli Airlifts	285 flights / total of 23,770 m^3/on behalf of 9 organizations
Storage capacity across Syria	6 locations / total of 16,429 m^2
Cargo stored	16,920 CBM
No. of trucks transhipped through Ramtha	1001
No. of trucks transhipped through Bab-al-Hawa	3061
No. of trucks transhipped through Bab-al-Salama	688
Number of trainings organized	9
Staff trained	188
Trucks donated to SARC	16 (10 more expected by end of 2017)

BUDGET

- 2017 HRP budget: $16,498,740
  - WFP $12,228,740
  - IOM $4,270,000
- 2018 HRP budget: $12,250,881
  - WFP $8,861,121
  - IOM $3,389,760
- 2018 budget is 25.7% lower than 2017. Main reasons are:
  - Airlift operation for 2018 reduced from 100 to 30 flights
  - IOM's 2017 plan had budget for x-ray machine for the Turkey cross-border operation. This item is under procurement.
  - All other activities expected to remain the same

Funding

- During 2017, the logistics sector was funded 142.8%
  - Requirement: $16,498,740
  - Funding: $23,556,100
  - Some of the extra fund was allocated to cover the air-bridge between Damascus and Qamishli and purchase of 10 trucks to the Syrian Arab Red Crescent
- From the total $12,250,881 requirement for 2018, 65% of funding expected to be available during Q1
  - IOM confirmed funding $2 million (61%)
  - WFP expected carry-over to 2018 around 6 million (67%)

Staffing (2017 & 2018)

- Through WFP Contracts
  - Whole of Syria: 2 internationals (based in Damascus)
  - Lebanon: 1 local (IM)
  - Jordan: 2 local
  - Syria: 3 local
  - Turkey: 5 local and 3 international (1 international on roaming profile)

- Through IOM contract
  - Jordan: 3 local and 1 international

Main Challenges

- Insecurity (lack of guarantee for safe passage from the government and various armed groups on the ground)
- Bureaucracy (process of obtaining approval to conduct convoys is quite long and redundant)
- Difficult to operate in the north-east of Syria due to lack of coordination between the Kurdish Self Administration and Government of Syria and necessity to obtain dual approvals.
- Restricted access to facilities
- Not allowed to work with cross-border partners from Iraq in the north-east Syria.
- Restriction on movement of medical supplies to the north-east

Challenges

- Rejection of supplies during inter-agency convoys.
- Possible non-renewal of UNSC resolution for the X-border operation could lead to scaling down of LC activities in Turkey and Jordan.
- Humanitarian organizations, mainly the UN, have been major source of business for transporters. Now, with new areas opening for commercial business (eg phosphate in Homs), commercial movement to the NE Syria, demand expected to be higher than supply. Moreover, if Jordan border is open, local transport market will be stretched.
- Limited access to donors because of security situation in Syria

LOGISTICS CLUSTER

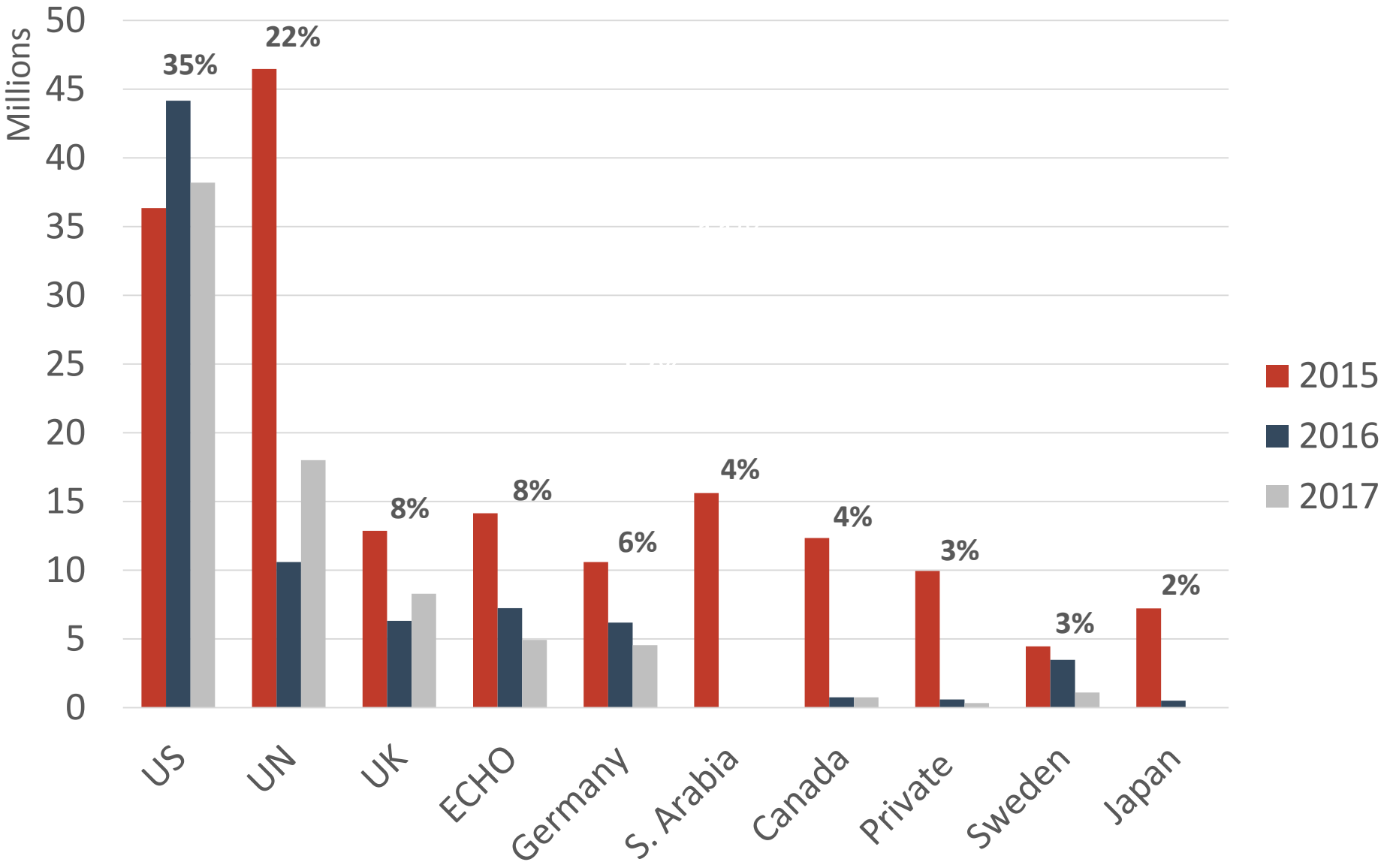
FINANCIAL UPDATE

NOVEMBER 2017

Financial Update

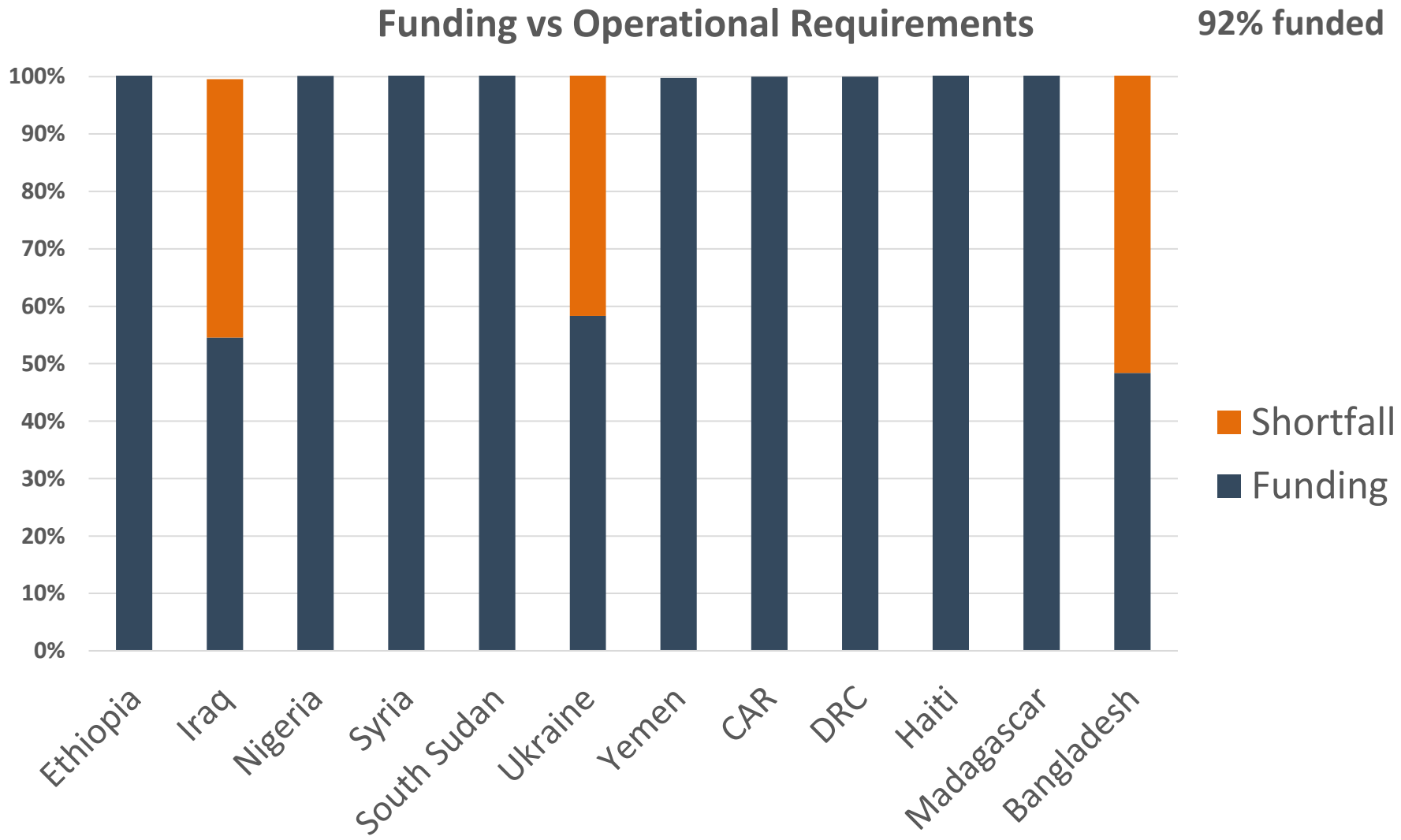
1. Operations funding
2. GLC funding
3. Strategic Goals Planned Expenditure
4. Strategic Goals Budget Sourcing
5. Which parts of the strategy are we looking to fund?

Donations by Year (Top 10)

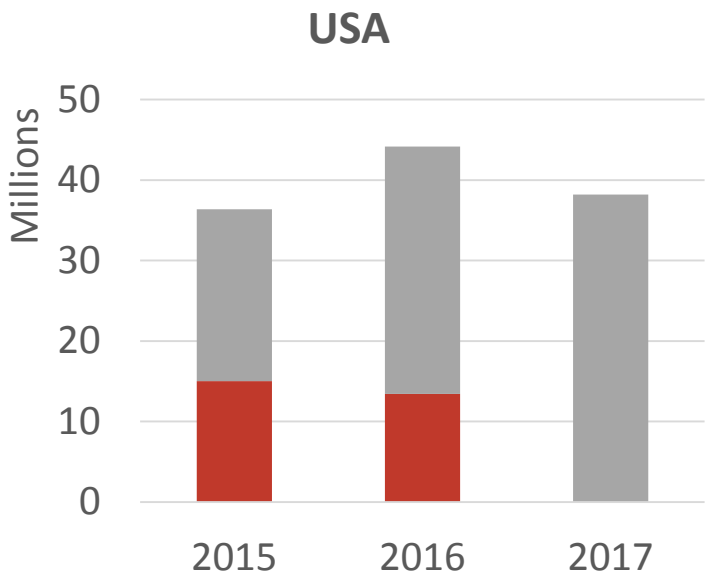


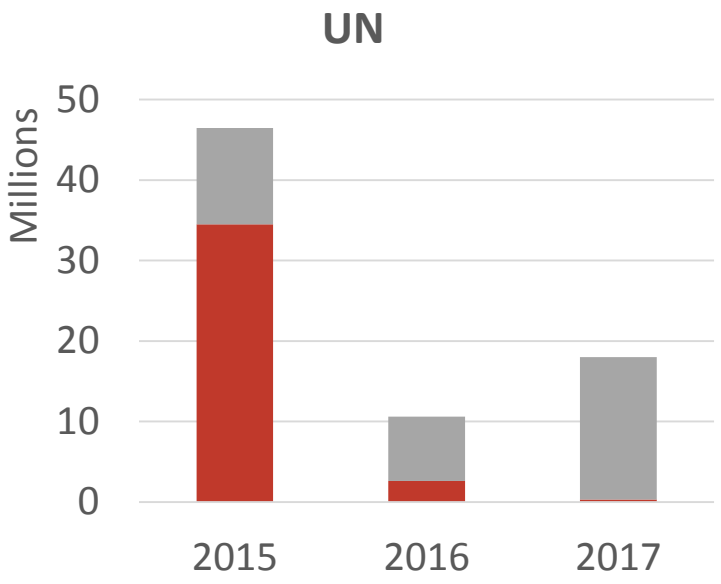
*Total funding for SOs that include a LC component

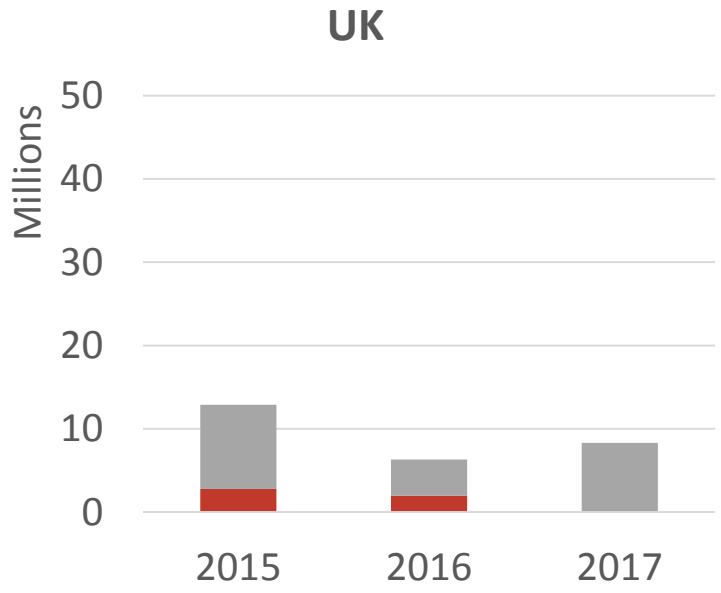
Funding by Operation 2017

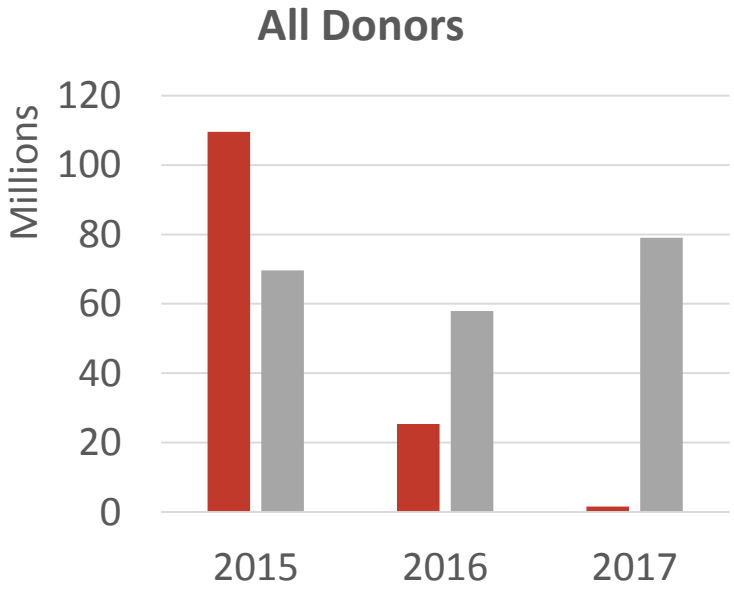


Funding by Type of Emergency





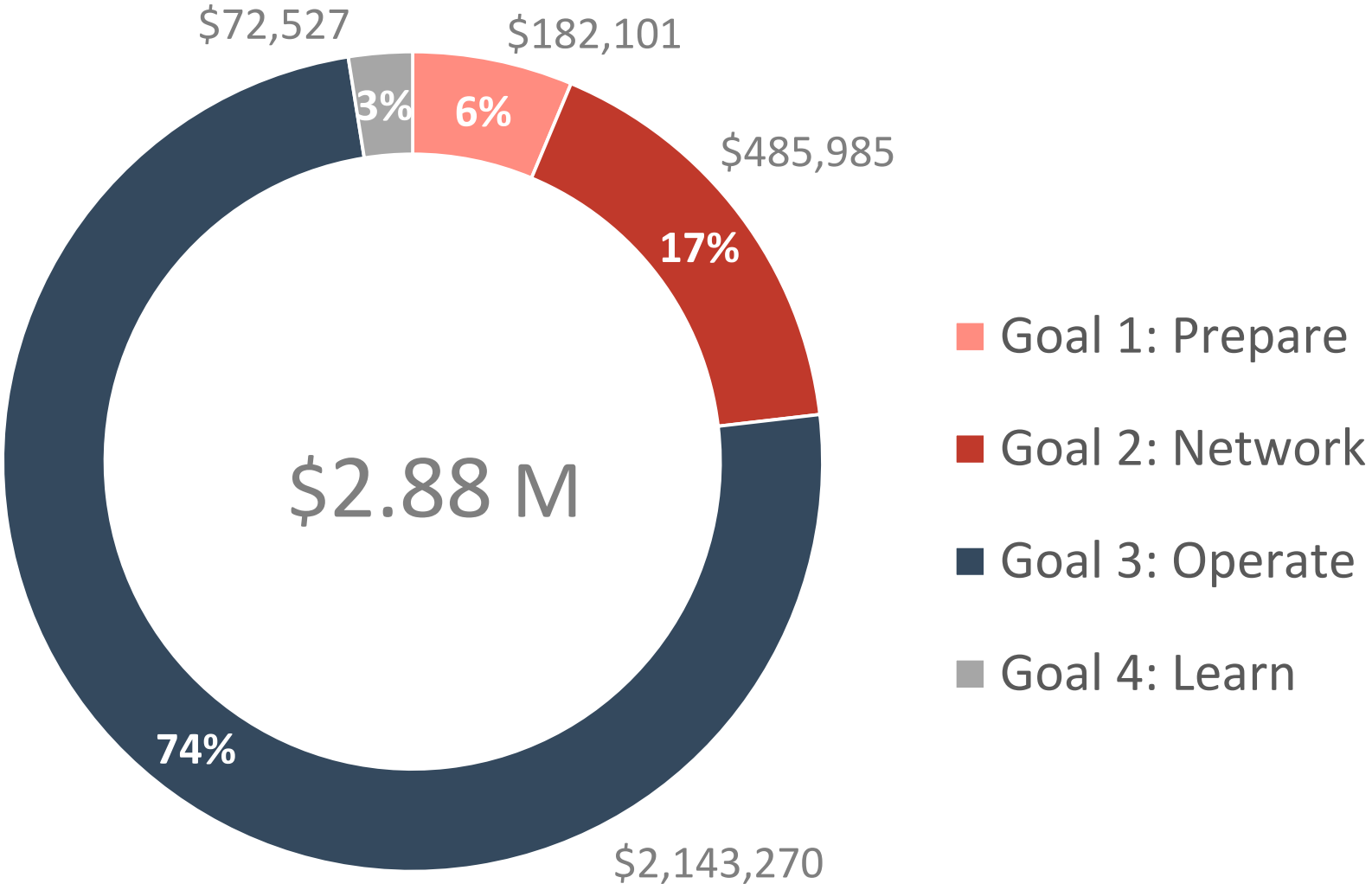




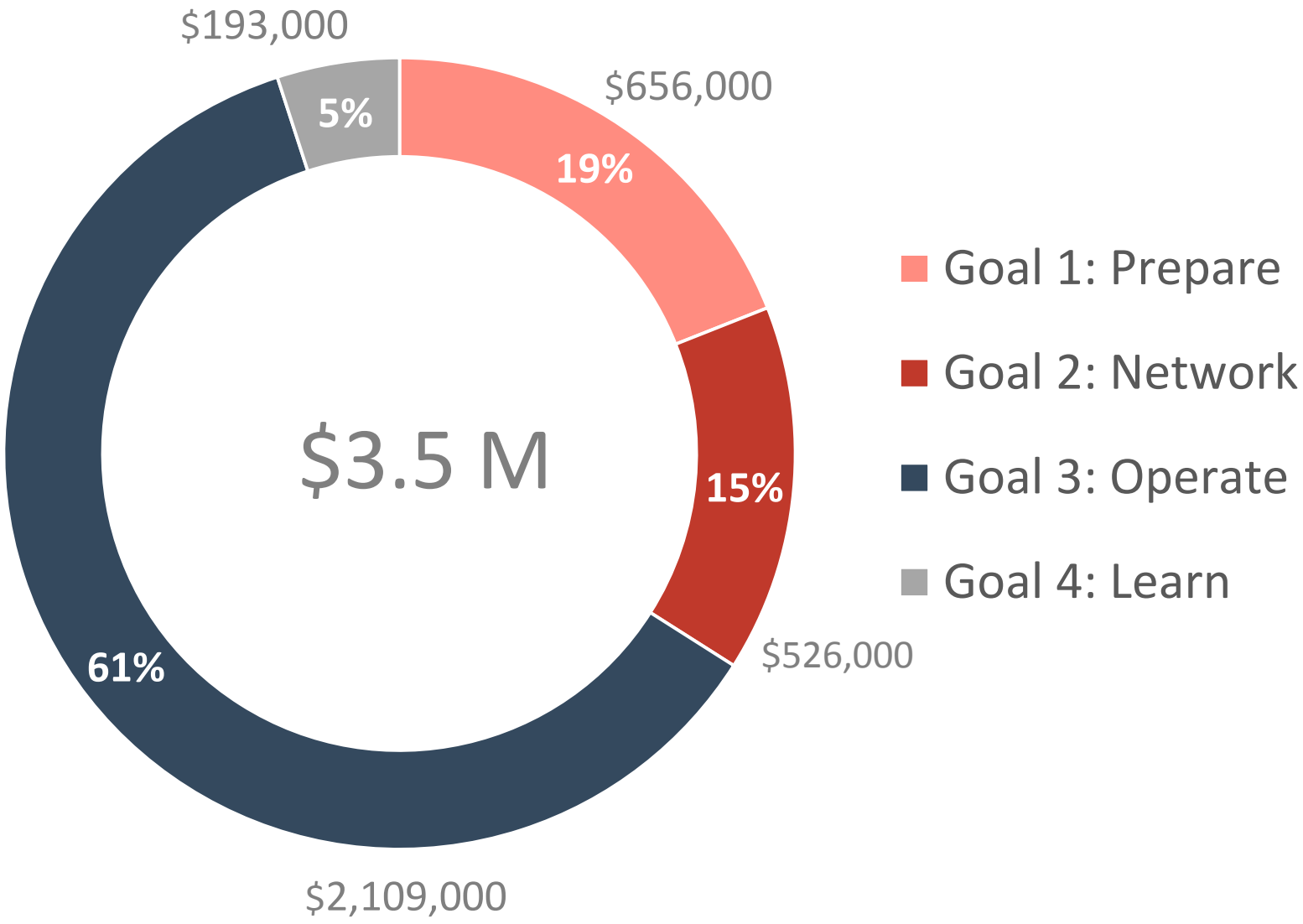
Man-made

Natural

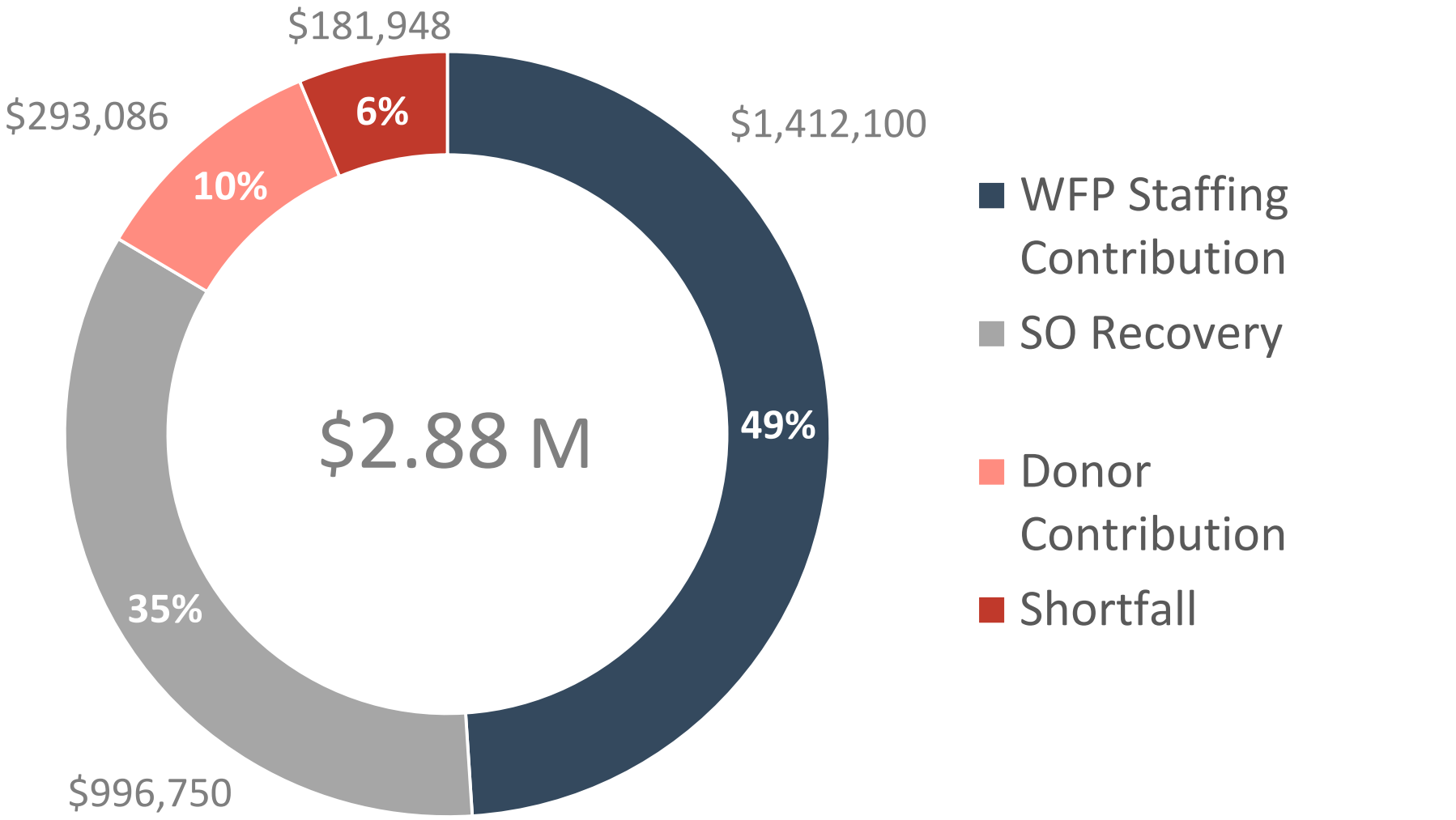
Expenditure 2017 - Strategic Goals



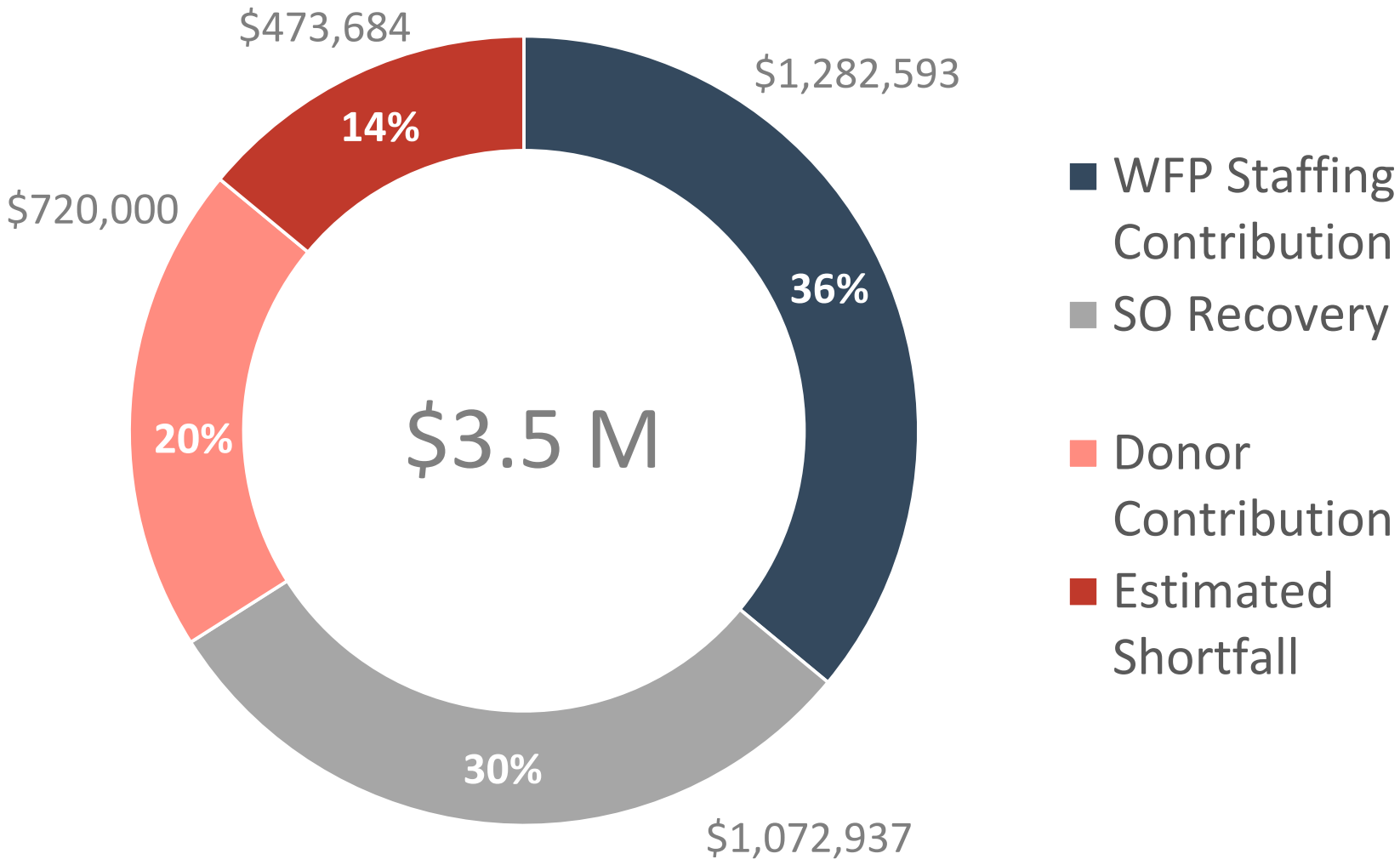
Budget 2018 - Strategic Goals



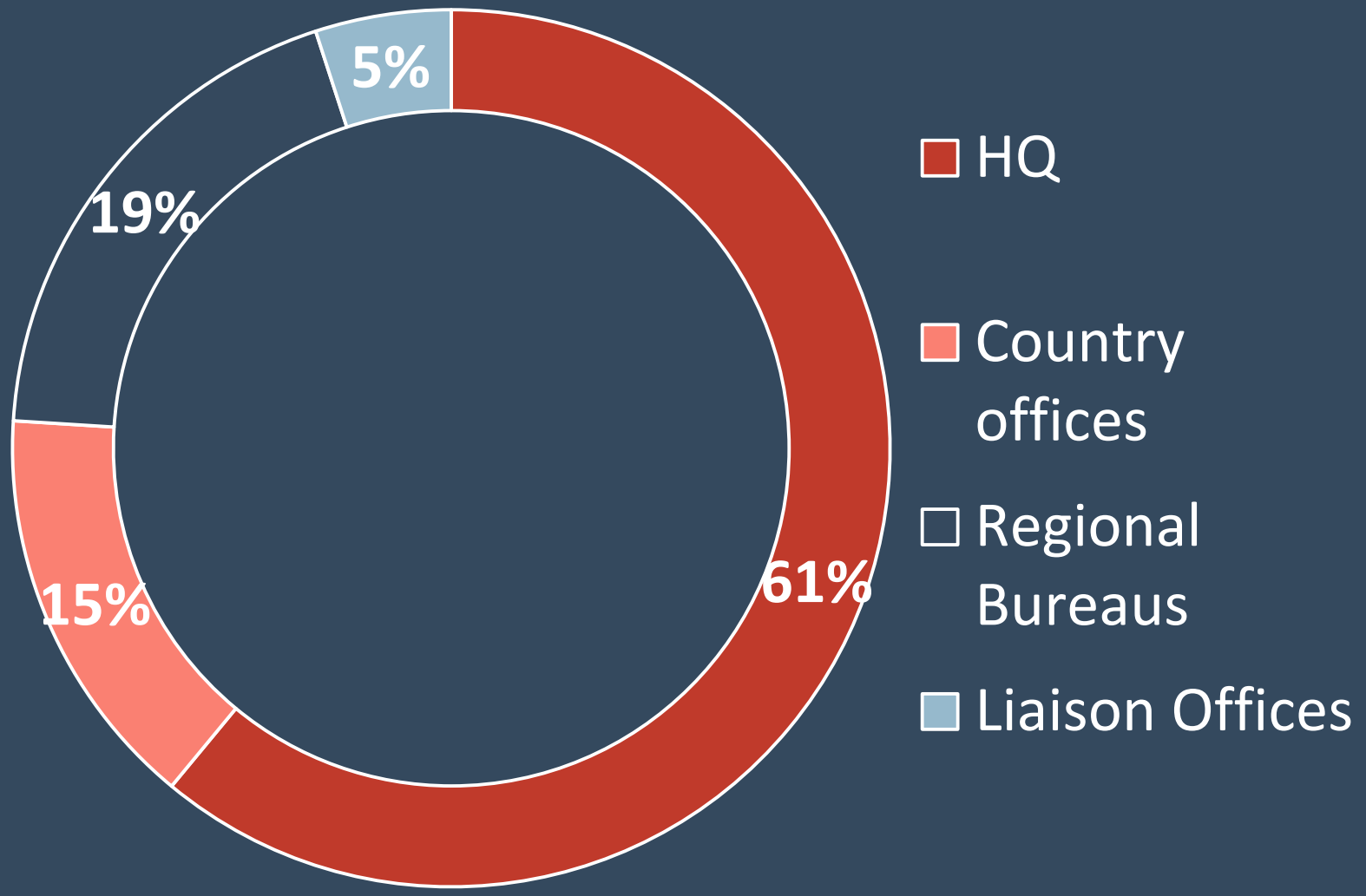
Sourcing 2017 - Strategic Goals Budget



Sourcing 2018 - Strategic Goals Budget



How does WFP use PSA?



What was the impact of the shortfall?

- Partnerships at the global level
- Advocacy
- Support for training
- Localisation

Which parts of the LC Strategy are we looking to fund?

Preparedness

Funding Requirements 2018

$ 500,000

- $500,000 received from OFDA
- Indonesia and Bangladesh roll out
- Ongoing activities
- Continue platform development

Training

Funding Requirements 2018

$ 587,700

- Continue existing trainings
- New trainings
- In-country training packages

How will we achieve this?

- Engaging more directly with WFP Donor Relations to identify specific donors with an interest in Preparedness and Training
- Engaging with pre-identified Private Sector partners
- Engaging with pre-identified foundations

COFFEE BREAK

Session will re-start at 11:10

Working Groups Update

Preparedness

WG Update

GLM, Leysin November 2017

Content

- Recap - Preparedness What is it?
- What are we doing?
- Discussion

The Goal

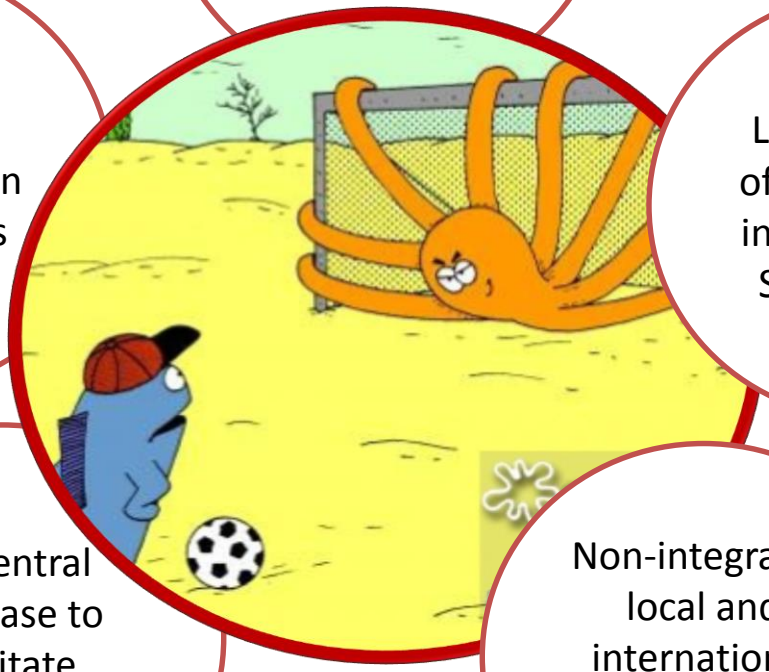
Preparedness goal:

- *Strengthen the immediate response capacity of **national actors** in disaster-prone countries making national actors **well prepared** to respond to emergencies in a coordinated, informed, effective, and efficient manner*

The problem

SC bottlenecks and gaps are not mitigated in a prioritised manner

No focus on Supply Chain in Preparedness



Little visibility of- or access to information on Supply Chain

No central database to facilitate analysis

Non-integrated local and international response mechanisms

What are we doing?

Status

Haiti	Bangladesh	Indonesia	Madagascar	Platform	Funding
• March 17 start-up • Mapping, Sim-Ex support • Platform development and testing • Hurrican Irma – access constraints and prepo	• Preparing start-up • Preparedness Officer vacancy	• Preparing start-up • Preparedness Officer vacancy	• Workshop October • Response planning – Government use of platform in scenarios	• WFP GIS staff help develop • WEBINAR - ESRI • Explore potential for partnering/ developing new features	• OFDA USD 500,000 • Pending response on contributions from other partners

In progress

Start-up

Platform

Development and Research

OFDA funding will support Haiti, Bangladesh and Indonesia

Results

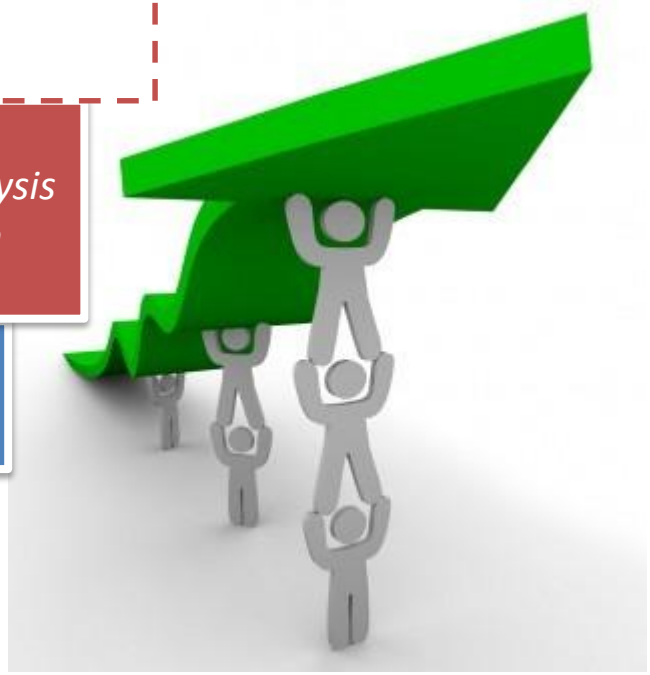
- work in progress and next steps

Populate, develop, test, measure

It will facilitate analysis and coordination

It facilitates visibility

Platform developed
it links local and international



Map, develop plans, prepare and test

This will enable local actors to access information, coordinate and prepare

Madagascar testing, start-up in Indonesia and Bangladesh

Country roll-out
Testing in Haiti
Government buy-in

Logistics Cluster Global meeting – Leysin – November 2017

Indicators & KPI Working group

Action point: Bonn (May 2017): *Working group to look at Logistics Cluster Key Performance Indicators*

Working group: Global Logs Cluster, Mercy Corps, CRS, Oxfam GB, ECHO & BRC

1st meeting October 2017: outcomes:

- Differentiate Indicators from KPIs
- Draft KPIs (the 'what', not the 'how) for:
  - Global Logs Cluster strategy KPIs
  - Operational KPIs
  - Service Provider KPIs
- Plan of Action

Logistics Cluster Global meeting – Leysin – November 2017

Indicators & KPI Working group

Indicators (audience: public, media, communications – to inform)

- No. of trucks loaded
- Tonnage of NFIs shipped

versus

Key Performance Indicators (audience: Logs and operations – to manage)

- % utilisation of trucks' capacity
- % NFIs shipped in full & on time

Logistics Cluster Global meeting – Leysin – November 2017

Indicators & KPI Working group

VISION: Vulnerable communities globally are effectively served in crises by a prepared and locally driven humanitarian system
EFFECTIVE: Satisfaction
PREPARED: Lead time, Human Resources, Services, Assets available
LOCALLY DRIVEN: Increase in local actors

Strategic KPIs
GOAL 1: Strengthen the immediate response capacity of national actors in disaster-prone countries, and identify best capacities for potential humanitarian response.

KPI 1: Degree to which national capacity is strengthened.
KPI 2: % of logistic preparedness capacity gaps that are addressed.
KPI 3: % of action plans that are adopted and implemented at a local level by local organisations.

Indicators & KPI Working group

Strategic KPIs

GOAL 2: Engage with various actors on the global, regional and local levels to understand and address humanitarian logistics requirements.

KPI 4: % of local, regional and national registered partners that participate
KPI 5: % and variety of organisations / stakeholders engaged.

GOAL 3: Operate an effective platform that provides operational coordination, leadership of common logistics services, and logistics information to support the humanitarian community.

KPI 6: Degree to which resource pool (human resources) meets demands of new and on-going emergencies.
KPI 7: % of pre-agreements (assets, service providers) signed with selected countries.
KPI 8: % of operations that implement standards- (i.e. implement up-to-date toolkit, SOPs, MOUs etc.)

Logistics Cluster Global meeting – Leysin – November 2017

Indicators & KPI Working group

Strategic KPIs

GOAL 4: Actively use learning to improve humanitarian logistics operations through learning from experience and sharing best practices within the logistics cluster partners.

KPI 9: % of LLE recommendations adopted and implemented internally and externally

KPI 10: % of best practices adopted and implemented internally and externally

Operational KPIs:

KPIs measuring the activities of the deployed Logs Cluster, many of these are already measured or have systems in place to measure them.

COORDINATION & INFORMATION MANAGEMENT:

KPI 11: % and variety (with focus on local) of organisations actively participating in coordination and information sharing

KPI 12: % of meetings held to schedule

KPI 13: % of organisations that rate satisfactory for coordination and information sharing

KPI 14: % of information gaps identified and addressed within target time

Logistics Cluster Global meeting – Leysin – November 2017

Indicators & KPI Working group

SERVICE PROVIDERS:

KPI 15: 85% of con-ops services requested are fulfilled
KPI 16: 85% of organisations that rate 'satisfactory' for the service provided
KPI 17:
Indicator: Local vs international values of equipment procured, rented or leased
Indicator: Local vs international values of local services contracted
Indicator: Local vs international values of local staff employed
KPI 18: % of expenditure against approved budget
KPI 19: Lead time (against plan) to close down services that are no longer required to meet a humanitarian need.
KPI 20: Lead time (against plan) to open services given funding, security and con-ops approval.

Logistics Cluster Global meeting – Leysin – November 2017

Indicators & KPI Working group

Plan of Action:

- Write up (with reasoning) proposed KPIs and indicators
- Circulate draft to other members of the KPI Working Group for feedback
- Finalise KPIs
- Present and gather comments at Global Logs cluster meeting November 2017 (tbc subject to agenda)
- Create resource plan for implementation of KPIs detailing one-off investments (e.g. tools, systems) and recurring and maintenance costs
- Amendments to, and approval of resource plan by Global Logistics Cluster Coordinator (GLCC) and Strategic Advisory Group (SAG)
- Implement & maintain KPIs, and termination of working group

Lessons Learned

WG Update

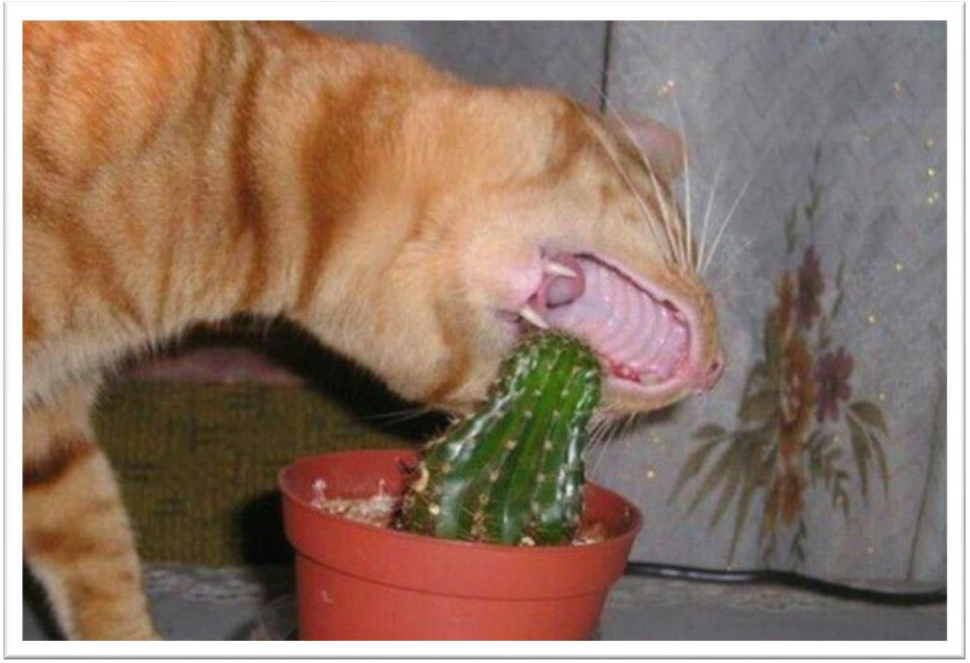
GLM, Leysin November 2017

Content

- WG objective, participants, role
- WG activities 2017
  - LL Methodology and process
  - Learning from lessons
  - Services implemented by partners
  - LL Ethiopia and Haiti
- WG activities 2018
  - Planning call January 16 or 23
  - Studies planned
- Discussion

Work Group Objective

Pillar 4: *Improve through learning and sharing of best practices*



Role of the Work Group

A sparring partner group
A strategy consultation group
An operational support group

Review and discuss GAPS - methodology and process

Provide strategic guidance

Provide support with specific studies or activities

Activities 2017

Lessons Learned

- Yemen LL
- Iraq LL

In progress:

- Haiti LL
- Ethiopia LL
- Services implemented by partners

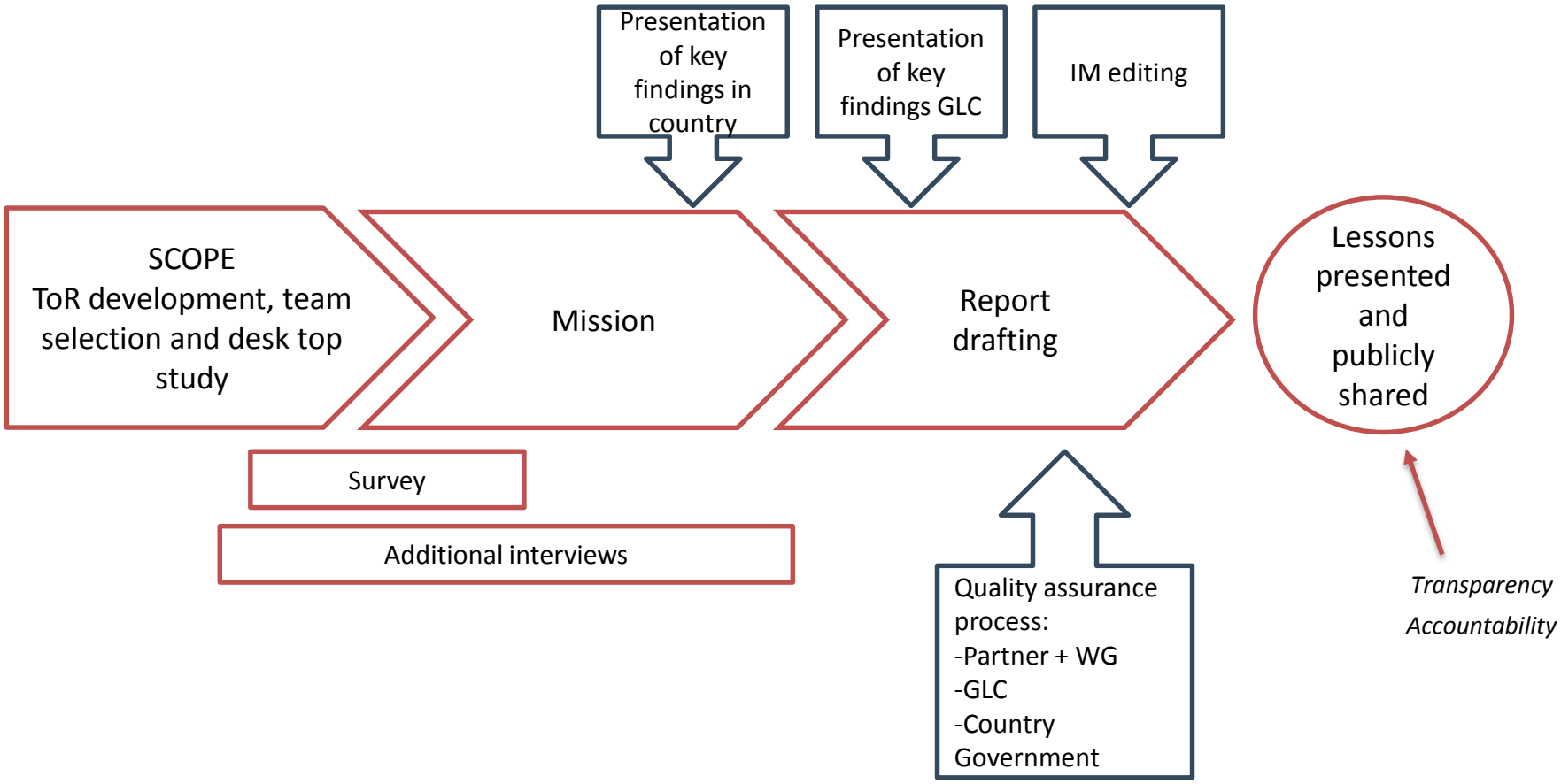
Methodology

- WG - Clarification of methodology and process

Learning from Lessons

- Lessons learned tracking and follow-up method established

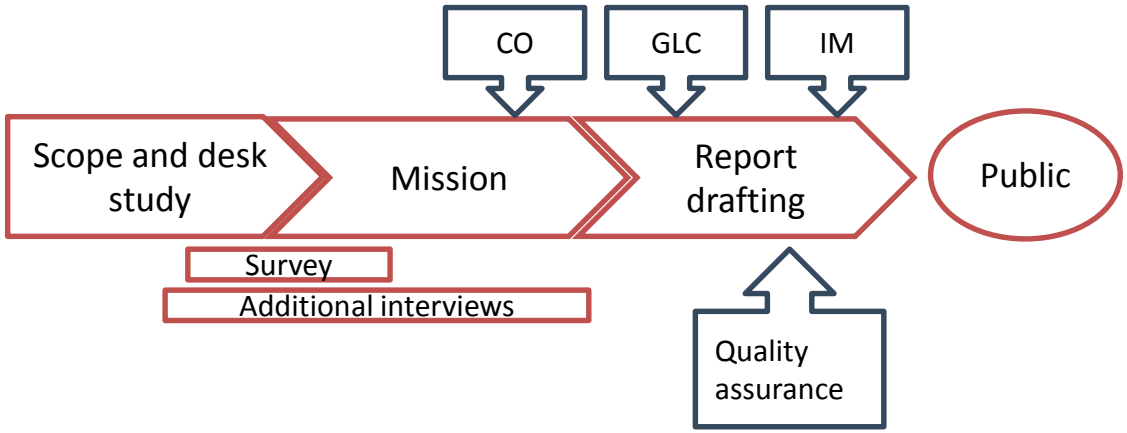
Lessons Learned Study Process



Lessons and best practices are then giving 'an owner', deadline, and progress monitored in a table at GLC level

GAPS

1. Time – process takes too long
2. Length – the report is too comprehensive
3. Relevance – what and how are we learning?



GAP

- Not focused enough
- Desk study not done prior to mission

GAP

- KPIs missing

GAP

- Dedicated writer needed

GAP

- Dedicated LL enforcer ☺

Learning from Lessons

12 Lessons learned since Dec 2012
1. CAR 2. DRC 3. Ethiopia (in progress) 4. Haiti (in progress) 5. Iraq 6. Nepal 7. Mozambique 8. Somalia 9. Syria 10. Ukraine 11. Yemen (twize)

Lessons character
107 lessons/recommendations registered (excluding Ethiopia and Haiti) Strategy area: • Preparedness (4) • Network/engage (24) • Operations (70) • Learning (9) Activity area: • Coordination (36) • IM (17) • Logistics Services (23) • GLC (31)

Actions taken - Examples

Examples of learning 1

Issue: Slow set-up of logistics assets, not appropriate set up for humanitarian response, WFP provider mindset

Repited lesson: Improve use of existing (relevant) logistics assets available

Action:
- Map existing assets (preparedness)
- Make agreements in advance
- Understand barriers to use of partner assets
- Mindset change

14 different organisations implement services

Examples of learning 2

Issue: Non- or not right level of participation in cluster coordination/meetings leading to ineffective coordination (irrelevant strategy)

Repited lesson: Engage partners to improve coordination and right level of participation

Action:
- Cluster induction training
- Bilateral engagement of senior level staff
- Coordinator profile (TOR) and training
- Skype forums in operations

Haiti LL commending participation

Examples of learning 3

Issue: Support from GLC to country operation, deployment of staff, high staff turnover, periods of gap, staff without required qualifications

Repited lesson: Develop staff strategy and GLC-Country operation guidance

Action:
- Cluster coordinator training
- Cluster induction training
- Staff profile
- Roster development
- No regrets deployment
- Management engagement

Haiti LL commending deployment, staff skills

Ethiopia

Ethiopia – Key findings

Comprehensive Gaps Analysis

High focus on capacity development

High level support and cooperation

National/federal level focus vs last mile

Government staff recruitment through outsourcing

Haiti

Haiti – Key findings

Successful operation due to:

- Preparatory work locally (Government and WFP working relationship, access to relevant logistics assets)
- And globally (deployment of qualified staff; support arrangements with partners)

Future:

- Preparedness (understanding the logistics bottlenecks and possible gaps, how to best respond to them)
- Identifying and engaging local actors prior to an emergency facilitating their part in a response
- Training of national actors and local staff
- Training of humanitarian responders
- Upstream supply coordination – how to?

Activities 2018

1) *Planning call 16 or 23 January*
2) *Studies planned:*
    - *South Sudan Lessons Learned*
    - *Services implemented by partners*
    - *Impact studies*
    - *Thematic studies?*
    - *Private sector partners part of lessons learned?*

We would like to invite you to join the WG!

Logistics Cluster

Operational Capacity Development Concept

Global Meeting
Switzerland 2017

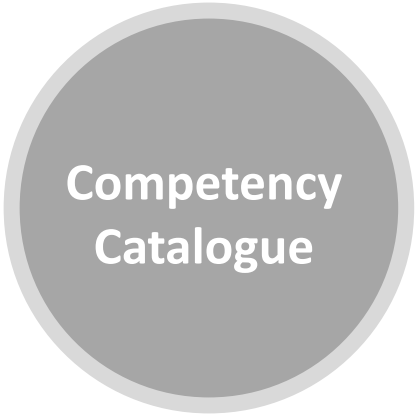
Objectives

- Need for standardized approach
- Common language and understanding
- Minimize duplication of work
- Make response faster and more efficient
- Promote inclusiveness and interoperability
- Make the private sector part of the system!

SAVE LIVES FASTER and more **EFFICIENT**

Three steps

Operational Capacity Building



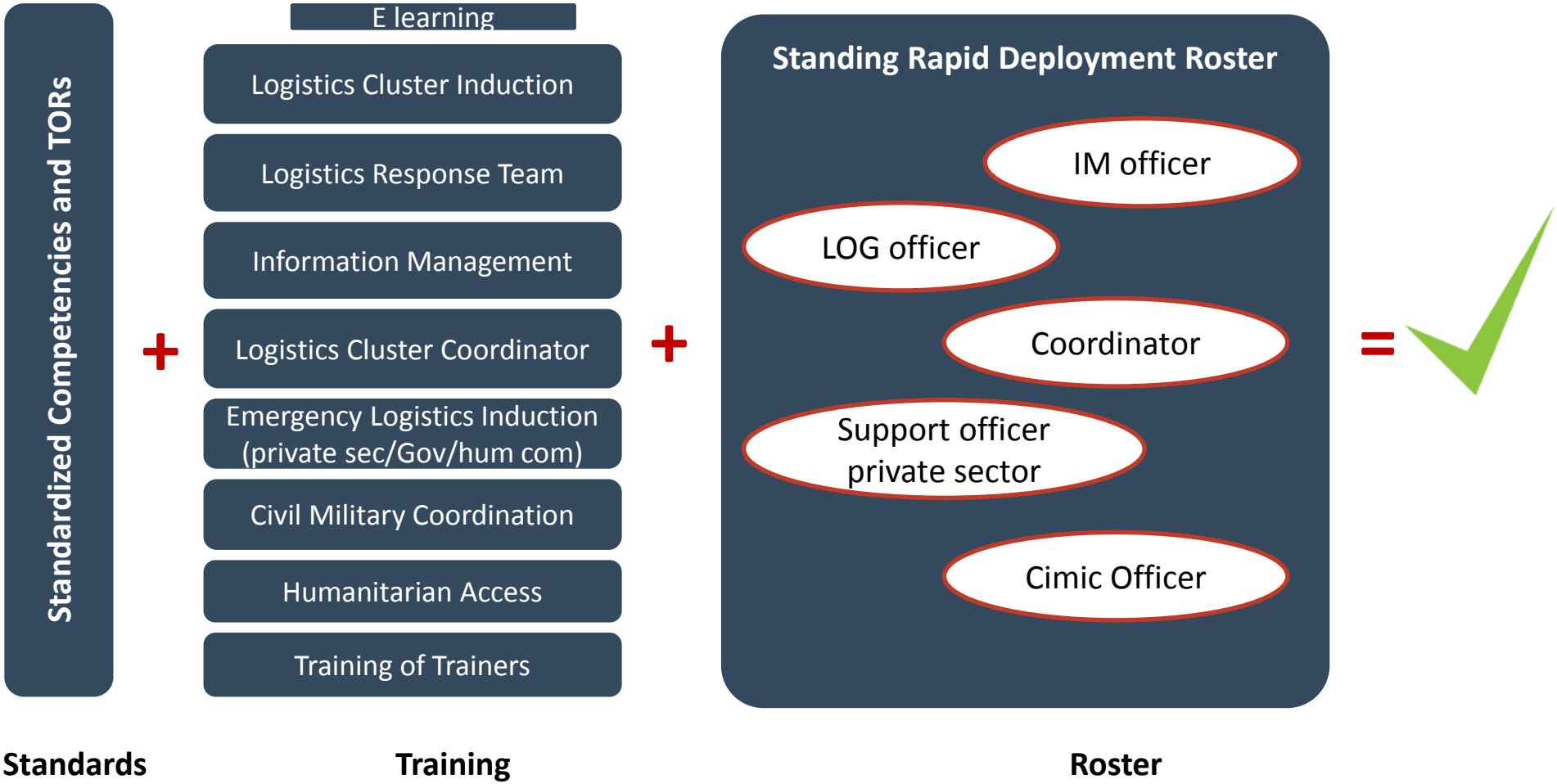
Standards

Skills reference

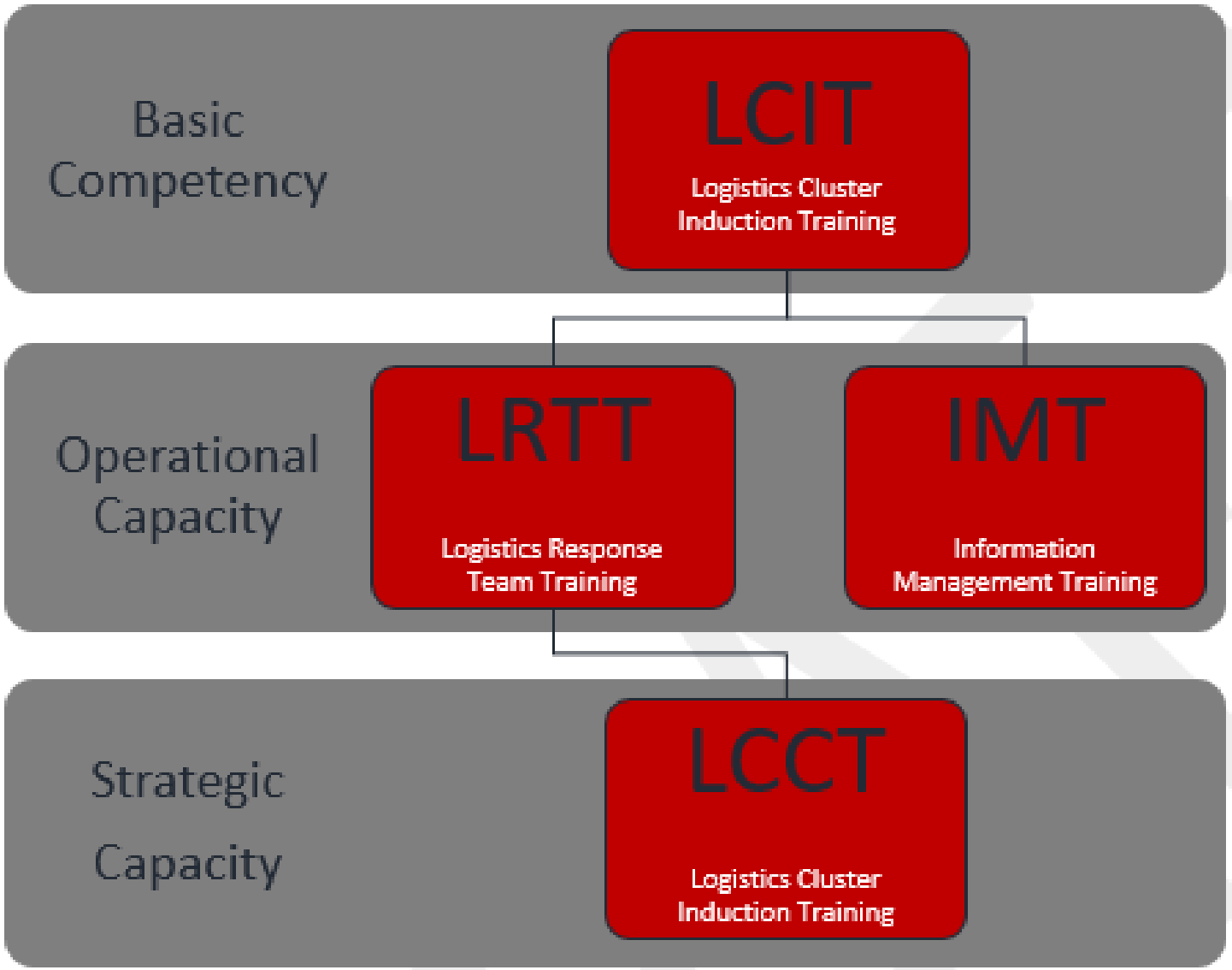
Automated alarm, alert communication and coordination system

Real-time capacity query

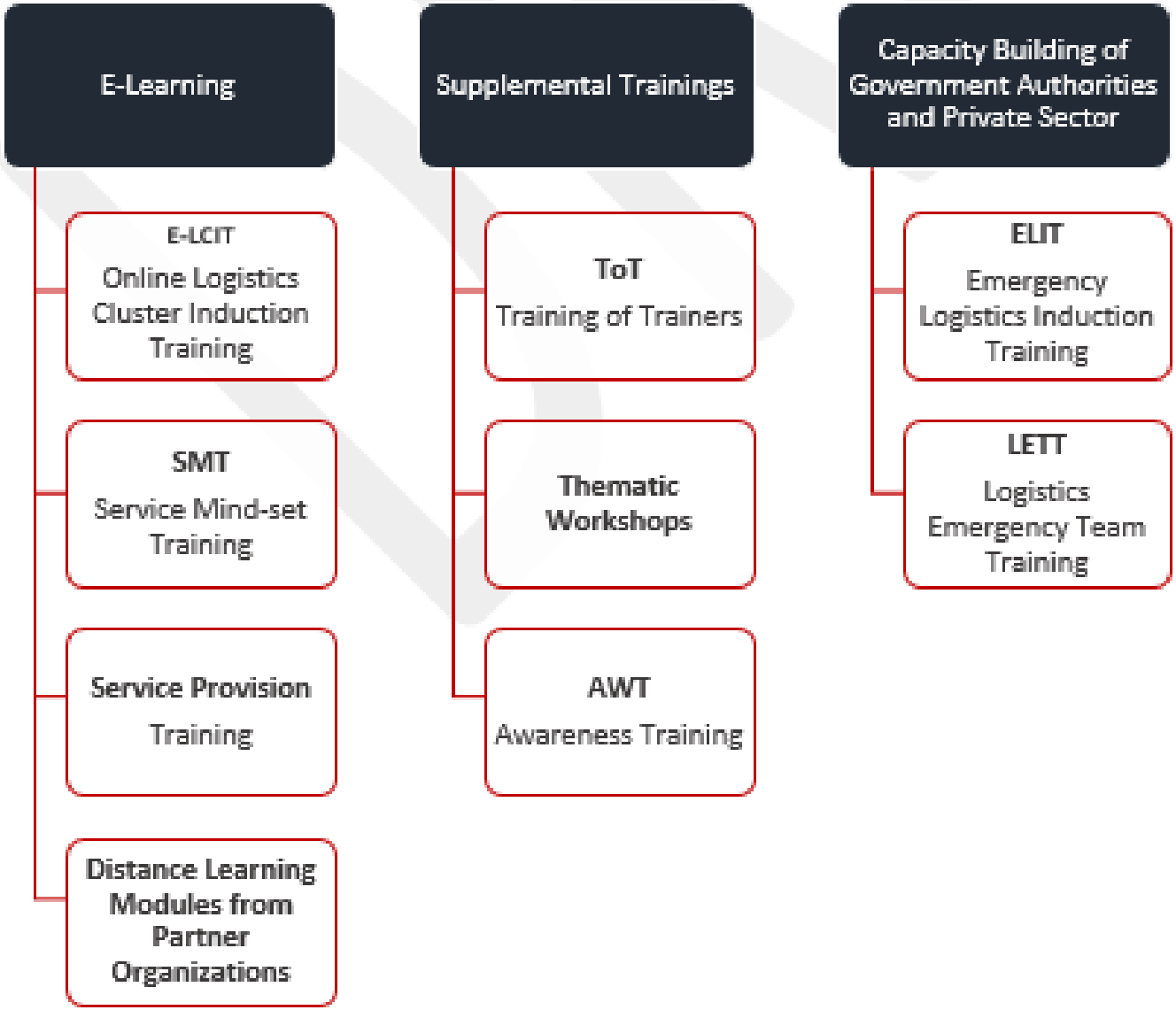
Standardized Response Capacity Building for Humanitarian Community through…



Concept setup



Concept setup



The Roster

- Purpose
- Ways of inclusion in roster
- Roster alert mechanism
- MoU with every participating partner to pre-define deployment methods?

Logistics Cluster Strategy Update

Meeting Wrap Up

LUNCH BREAK