



## **GLOBAL STRATEGY 2013 - 2015**

Rome - January 2013

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## 1. Executive Summary

The drafting of this document was undertaken to address a need, identified within the Logistics Cluster and by key stakeholders, to define the course of development for the Logistics Cluster over the coming years. This further development is required to address a change in context; as the idea of the Cluster Approach has been fairly well established within the humanitarian community, there is now an opportunity to shift efforts towards taking proactive steps aimed at refining the operational approach of the Logistics Cluster to improve predictability and transparency.

This document is based on an external Joint Evaluation, feedback from participants to the Global Logistics Cluster Meeting (GLM), and a Risk Assessment exercise conducted both at the headquarters and field levels. Using these three elements a strategy to direct the activities of the Global Logistics Cluster Support Cell (GLCSC) over the next three years has been developed. This strategy begins by clarifying the mission of the Logistics Cluster as: ***Ensure the humanitarian community has the ability to save lives through timely and reliable logistical service support and information.*** Three key goals have then been identified as areas of focus for the Global Logistics Cluster;

1. Provide crucial operational services and information in a timely way, to support the humanitarian community.
2. Remain accountable to all stakeholders.
3. Remain effectively engaged in policy development at both the global and field levels.

These have been formulated to improve the Logistics Cluster's ability to deliver reliable, accountable, and effective operational support as defined in the mission statement. Subsequent to these goals: particular objectives have been defined to direct efforts towards advancing each goal; and, specific projects have been identified that are required to achieve each objective.

Given that the conclusion of the Joint Evaluation was positive with respect to the Logistics Cluster's operational effectiveness to-date, this strategy has been developed with the primary objective of maintaining those vital elements of the Logistics Cluster that have allowed it to be successful, and to add to capacity where possible, but always to prioritise efforts. This prioritisation will affect the ability of the Global Logistics Cluster to devote resources towards the implementation of the strategy, as it must first meet its obligation to respond in a timely way to unpredictable new, as well as on-going emergencies. However, this ability to respond is tied to the availability of funding and the size, composition, and expertise of the Logistics Cluster Cells supported by this funding.

## 2. Background

### 2.1 Humanitarian Reform

In September 2005 the UN Emergency Relief Coordinator, as head of OCHA and Chair of the Inter-Agency Standing Committee (IASC) introduced an Agenda for Reform intended to address issues related to the *ad hoc* and unpredictable nature of many international responses to emergencies. The reform was targeted to improve effectiveness of humanitarian response by ensuring greater predictability and accountability, while at the same time strengthening partnership between humanitarian actors, and was rapidly developed along three key axes, known as the three pillars of the reform: (1) Development of clusters at global and country levels. (2) Strengthening of the role of the Humanitarian Coordinator at field level. (3) Modification to key aspects of the funding mechanisms.

The Cluster Approach, one element of the Humanitarian Reform, was designed to provide clear predictable leadership in key sectors or areas of activity that would facilitate the formation of groups of organisations, which would work together to improve humanitarian response. The Inter-Agency Standing Committee (IASC)<sup>1</sup> also agreed to designate global 'cluster leads' to ensure that essential aspects of emergency response were properly coordinated, monitored, and that specific organisations could be held accountable for the activity in particular sectors of an emergency response. WFP, due to its expertise and vast field capacity, was mandated by the IASC to be the global lead of the Logistics Cluster.

### 2.2 The Logistics Cluster

The Logistics Cluster is responsible for coordination, information management, and, where necessary, service provision in the logistics sector during emergency response operations where it has been activated. To achieve this goal, the Logistics Cluster fills gaps in logistics capacity, meets the need for logistics coordination services, and where necessary acts as 'provider of last resort' (PoLR)<sup>2</sup> through the Lead Agency. Globally, the activities of the Logistics Cluster are driven by the Global Logistics Cluster Support Cell (GLCSC), based in Rome. The GLCSC, in regular consultation with partners in the humanitarian logistics community, has operationalized the overarching Cluster Mandate originally articulated by IASC, by focusing on the following areas of responsibility:

- Ensuring an efficient and effective response takes place each time a Logistics Cluster Cell is activated
- Ensuring predictable leadership and partnership with other humanitarian actors
- Ensuring effective coordination through sharing/dissemination of logistics information
- Facilitating the exploitation of shared assets, aptitudes and competencies
- Filling gaps in logistics capacity through WFP and other partners; and, through WFP, acting as PoLR
- Supporting field operations with strategy, policy guidance, and mobilisation of surge capacity
- Advocating for and supporting targeted preparedness /capacity building projects

A key endorsement of this approach came in 2008 when John Holmes, the former Emergency Relief Coordinator stated, "Buttressing these field-based operations is WFP's Global Logistics Cluster Support Cell at (WFP) Headquarters whose preparedness and response capacity is unmatched and a model I would encourage other clusters to adopt."

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<sup>1</sup> The Inter-Agency Standing Committee (IASC) is a global humanitarian forum established in 1991 by a resolution of the United Nations General Assembly to bring together the main operational relief agencies from the United Nations, international components of the Red Cross/Red Crescent Movement, the International Organization for Migration and international non-governmental organizations.

<sup>2</sup> <http://www.humanitarianinfo.org/iasc/downloaddoc.aspx?docID=4512&type=any>

The Logistics Cluster and its partners have also benefited from the experience, expertise, and capacity of WFP as the Lead Agency. The original decision of the IASC to name WFP as the Lead Agency for Logistics, and the manner in which WFP has accepted and fulfilled its responsibilities, has been endorsed by the partners in the course of the 2011-2012 evaluation when it was found that, “there appears to be common agreement that WFP is best positioned to lead the Logistics Cluster”<sup>3</sup>; Key strengths identified include: overall logistics capacities, speed and ability, and financial strength and commitment.

### 3. Guidance & Recommendations

Over the lifespan of the Logistics Cluster the means and methods used to respond in emergencies have changed. Implementing the overall mandate for the Cluster system, as defined by the IASC, has involved a program of continuous review and improvement based on experiences in different operations concerning: areas of focus, types of services, methods of engagement, and areas of activity. The current operational focus of the Logistics Cluster is the result of this experience and has been guided by consistent feedback from partners and cluster staff. This document develops a way forward for the Global Logistics Cluster, and is itself the product of this kind of feedback from partners in the humanitarian community. The strategy developed here is based on three key documents: an independent Joint Evaluation, carried out from 2011 to 2012; the results of the first Global Logistics Meeting in 2012, held in Schindellegi, Switzerland; and, the results of a Risk Assessment exercise carried out in the summer of 2012.

#### 3.1 The Joint Evaluation

From 2011 to 2012 the Logistics Cluster underwent a Joint Evaluation conducted by WFP’s Office of Evaluation, UNICEF, and the Government of the Netherlands. Evidence was found by the evaluation team that Logistics Cluster operations had resulted in “increased coordination, better logistics decisions, reduced duplication, greater efficiency, greater predictability and accountability and better national preparedness.”<sup>4</sup> Furthermore, in the course of conducting research to support the evaluation it was noted that, “GLC operations are perceived to be highly relevant, effective, and provide value to participating organisation”.<sup>5</sup> However, the evaluations team also developed a list of recommendations to enhance the performance, capacity, and capabilities of the Logistics Cluster.<sup>6</sup>

#### 3.2 GLM Schindellegi

Attendees at the 2012 Global Logistics Cluster Meeting (GLM) in Schindellegi, Switzerland, were asked to discuss the recommendations that emerged from the Joint Evaluation. During this meeting participants were separated into four key thematic areas, which were in turn matched with evaluation recommendations: Preparedness & Lessons Learned; Partnerships; Operations; and Finance & Reporting. Each group was then asked to discuss in detail those recommendations that were relevant to their particular topic, with a goal of producing consensus on the priority and some initial thoughts on the implementation of the Joint Evaluation’s recommendations.<sup>7</sup>

#### 3.3 Risk Analysis

The Logistics Cluster also conducted two internal assessments in order to: (1) Identify potential risks that could have a negative impact on both the operation of the Logistics Cluster, and on its ability to

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<sup>3</sup> [paragraph 285]

<sup>4</sup> [paragraph 31]

<sup>5</sup> [paragraph 28]

<sup>6</sup> see Annex I.

<sup>7</sup> see Annex II.

successfully implement the IASC Cluster Mandate. (2) Identify required mitigating actions to limit the impact of those risks. The goal was to identify a manageable list of clearly definable risks, which the Logistics Cluster could realistically work to mitigate.

The initial identification of risks was conducted through: (1) An internal exercise engaging with experienced Logisticians at the GLCSC in August 2012. (2) A diverse set of field operations, and key former staff, were requested to complete their own analysis. The main risks identified, those with a high likelihood of occurrence and a high or medium severity of impact, were: (1) The risk of clusters being activated when not required by the operational environment, and subsequently the failure to deactivate clusters when required. (2) A lack of awareness or understanding by stakeholders concerning the use of Logistics Cluster mechanisms.<sup>8</sup>

## 4. Limitations

The Logistics Cluster and partners acknowledge that no matter how comprehensively a strategy is formulated, how effectively policies are adapted based on operational feedback, or how well lessons learned are incorporated into new activities and operations both the GLCSC and field level Logistics Clusters will have limitations. The ability of the Logistics Cluster to conduct operations, participate in targeted preparedness actions, or engage with partners at the global level to formulate consensus is restricted by:

***The obligation to respond in a timely way to unpredictable new, as well as on-going emergencies:***

The structure laid out in this document (*Section 4.3*) can sufficiently deal with two concurrent level 3 emergencies (as defined by the IASC Transformative Agenda), plus and maintain support for up to six additional on-going operations. However, an event of the magnitude of the 2010 Haiti earthquake or the 2004 Indian Ocean Tsunami would immediately strain the GLCSC's ability to provide assistance to any subsequent emergency; and, would necessarily restrict the capacity available to conduct activities outside of those required for immediate and critical emergency response.

***The availability of funding:*** The current global financial climate is creating challenges across the humanitarian community, and as such the level of funding required to support the implementation of this strategy is not guaranteed. WFP's ability to mainstream the costs associated with the Logistics Cluster, or to absorb the costs associated with the task and projects specified in this document is limited.

***The size, composition, and expertise of the Logistics Cluster Cells:*** Requests from partners in the humanitarian community for additional support, and recommendations for new projects, that would expand the activities of the Logistics Cluster beyond the scope of its expertise [i.e. Procurement of Non-Food Items (NFIs)] are difficult to accommodate as they entail either the augmentation of current staffing levels (Adding a capacity/function not already in place) or the replacement of one type of support with another.

Given that the conclusion of the Joint Evaluation was positive with respect to the Logistics Cluster's operational effectiveness to-date, this strategy has been developed with the primary objective of maintaining those vital elements of the Logistics Cluster that have allowed it to be successful, to add to capacity where possible and remain engaged in limited preparedness measures for at-risk countries, but always to prioritise efforts towards the provision of timely logistics coordination, information management, and services during emergencies.

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<sup>8</sup> See Annex III.

## 5. The Strategy

The Logistics Cluster has adopted, based on past performance, feedback, and experience the following mission statement as the best expression of its role within the humanitarian community.

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

Based on the results of the external evaluation, the feedback received from stakeholders concerning the recommendations of that evaluation during the 2012 GLM in Schindellegi, and guidance from the risk assessment exercise (outlined above) three key goals have been identified as areas of focus for the Global Logistics Cluster; these have been formulated to improve the Logistics Cluster's ability to deliver reliable, accountable, and effective operational support as defined in the mission statement. These goals are intended to direct activity at the global level and to support operations at the field level in a way that will ensure the opportunities to improve Logistics Cluster operations, clearly expressed by the evaluation and our partners, are acted upon over the next three years. To accomplish each goal, underlying objectives must be met, and in order to meet the objectives specific tasks and projects will require implementation. These projects and tasks lie outside the day-to-day activities undertaken by the Global Logistics Cluster Support Cell. As such, they need to be specifically resourced and tracked, and are subject to the limitations imposed by the demands of emergency response, available funding, and the number of available staff. They will therefore be incorporated into the GLCSC Workplan for 2013, and prioritised together with regular operational activities. The development of this document constitutes the first step in accomplishing these goals, and was one of the key recommendations identified in the external evaluation.

### 5.1 Goals

<b>GOAL 1: OPERATIONS</b> <b>Provide crucial operational services and information in a timely way, to support the humanitarian community.</b>	
<b>Objective:</b>	<b>Preliminary Tasks and Projects for 2013:</b>
<b>Ensure the timely deployment of qualified staff.</b>	<ul style="list-style-type: none"> <li>Implement and maintain a Deployment Roster which ensures the availability of the proper skill sets.</li> <li>Develop and publish a Logistics Cluster Field Handbook, with key guidance and specific technical information concerning the Logistics Cluster's methods of operation.</li> </ul>
<b>Ensure the availability of adequate support from the Global Cell.</b>	<ul style="list-style-type: none"> <li>Develop a sustainable secondee system that ensures the inter-agency character of the Logistic Cluster is maintained, provides added value to the GLCSC by keeping technical expertise available, and addresses the needs of partners.</li> </ul>
<b>Adapt to ensure that logistics services and tools remain relevant.</b>	<ul style="list-style-type: none"> <li>Update existing Logistics Cluster tools and resources to improve usability including: The Logistics Operations Guide (LOG), the Digital Logistics Capacity Assessment (D-LCA) tool, and the Logistics Cluster Website.</li> <li>Develop new tools to address unmet operational needs or improve the management and dissemination of information including, but not limited to an online interface for the Deployment Roster and applications for Mobile Devices.</li> </ul>

<b>Develop a sustainable funding model.</b>	<ul style="list-style-type: none"> <li>• Develop an advocacy strategy to inform key audiences, and raise the visibility of the Logistics Cluster.</li> <li>• Identify new potential donors and their priorities, alternative funding mechanisms, and methods of leveraging existing partnerships.</li> <li>• Develop and maintain operational and project documents, to include financial requirement, for donors.</li> </ul>
<b>Build and maintain technical and response capacity.</b>	<ul style="list-style-type: none"> <li>• Focus the update of existing, and the development of new, Logistics Capacity Assessments (LCAs) for at risk countries.</li> <li>• Develop and implement a specific Logistics Cluster training for Cluster Coordinators.</li> <li>• Develop and implement a Logistics Cluster training to be given at the regional level to WFP Logistics Officers.</li> <li>• Increase the GLCSC's professional capacity through training in project management, procurement, and customs procedures using professional partnerships.</li> <li>• Continue to identify locations, according to the existing risk analysis, for the potential establishment of Humanitarian Staging Areas.</li> </ul>

#### **Required Conditions for Success**

- Financial and material support for projects and staff
- Identification and retention of qualified staff
- Support from WFP management at all levels
- Improved coordination with other WFP led clusters

### **GOAL 2: ACCOUNTABILITY** Remain accountable to all stakeholders.

<b>Objective:</b>	<b>Preliminary Tasks and Projects for 2013:</b>
<b><i>Ensure systematic and reliable communications with stakeholders.</i></b>	<ul style="list-style-type: none"> <li>• Standardize end of mission reports.</li> <li>• Implement standardized performance monitoring and communicate the results to partners.</li> <li>• Report on the value of services rendered (Donor funding, cost of services by agency, and total funding required) for each operation.</li> <li>• Maintain an up-to-date stakeholder map.</li> <li>• Develop a global communications strategy to promote cluster awareness among key partners and donors.</li> <li>• Make key documents available in multiple languages (i.e. French, Arabic, etc).</li> <li>• Advocate for broader inclusion of stakeholder in GLMs.</li> </ul>
<b><i>Measure the performance of the Logistics Cluster.</i></b>	<ul style="list-style-type: none"> <li>• Develop Logistics Cluster KPIs where required.</li> <li>• Develop a complete lessons learned reporting procedure.</li> <li>• Conduct regular surveys with both global stakeholders and key project staff.</li> <li>• Develop the tools and systems to adequately track service provision.</li> <li>• Regularly conduct reviews on GLCSC performance against this strategy document.</li> </ul>
<b><i>Ensure stakeholder participation in Logistics Cluster projects.</i></b>	<ul style="list-style-type: none"> <li>• Establish working groups to ensure participatory project development.</li> <li>• Include stakeholders in the development of criteria for the Roster.</li> <li>• Organise regular global meetings for key stakeholders at the global level..</li> </ul>



**Required Conditions for Success**

- Financial and material support for projects and staff
- The active participation of the humanitarian community
- Transparency of funding/financial mechanisms to meet the reporting needs of the Logistics Cluster

**GOAL 3: POLICY**

**Remain effectively engaged in policy development at both the global and field levels.**

**Objective:****Preliminary Tasks and Projects for 2013:**

*Ensure awareness of the Logistics Cluster's activities, responsibilities and performance.*

- Keep WFP Logistics and operational managers aware of Logistics Cluster activities/projects, accomplishments, and needs through regular briefings and targeted communications materials.

*Ensure Logistics Cluster positions and priorities are represented at the IASC and inter-cluster working groups.*

- Work with the other clusters in the development of inter cluster protocols and procedures.

*Ensure Logistics Cluster requirements are taken into account by WFP management at the country, regional and global level.*

- Remain actively engaged in the development of the WFP guidance that relates to the Cluster Approach..
- Develop official WFP guidance on Cluster activities in conjunction with ETC and Food Security Clusters.
- Support the development of policies to manage the transition from cluster operations to WFP logistics sector support, or host government led logistics coordination activities (scale-down/hand-over).

*Adapt to changes in policy and responsibilities.*

- Develop the function of civil-military liaison officers as they relate to logistics.

**Required Conditions for Success**

- Acknowledgement of GLCSC's key role in providing feedback on, and input to, policies that effect Cluster operations developed in the context of WFP, the IASC, the Inter-Cluster Working Groups, and the MCDA Working Group.

**5.2 Indicators of Strategy Success**

In order to ensure the Logistics Cluster has the ability to monitor the implementation of this strategy, key indicators have been identified which will be regularly reported on (These are designed to indicate the status of the strategy's execution and are not a full list of operational Key Performance Indicators for the Logistics Cluster overall). These strategy indicators will provide an up-to-date snapshot, by which management and stakeholders can easily evaluate the degree to which the tasks and projects identified in this document are keeping the Logistics Cluster focused on the relevant objective, and thereby keeping the Logistics Cluster on target to achieve the specified goals.

**Goal 1: provide crucial operational services and information in a timely way, to support the humanitarian community.**

- Time elapsed from the activation of the Logistics Cluster to the delivery of services (Coordination, IM, and Common services where applicable)
- Time elapsed for the completion of service requests (Coordination, IM, and Common services where applicable)
- Survey Data on user satisfaction regarding operational response

**Goal 2: Remain accountable to all stakeholders**

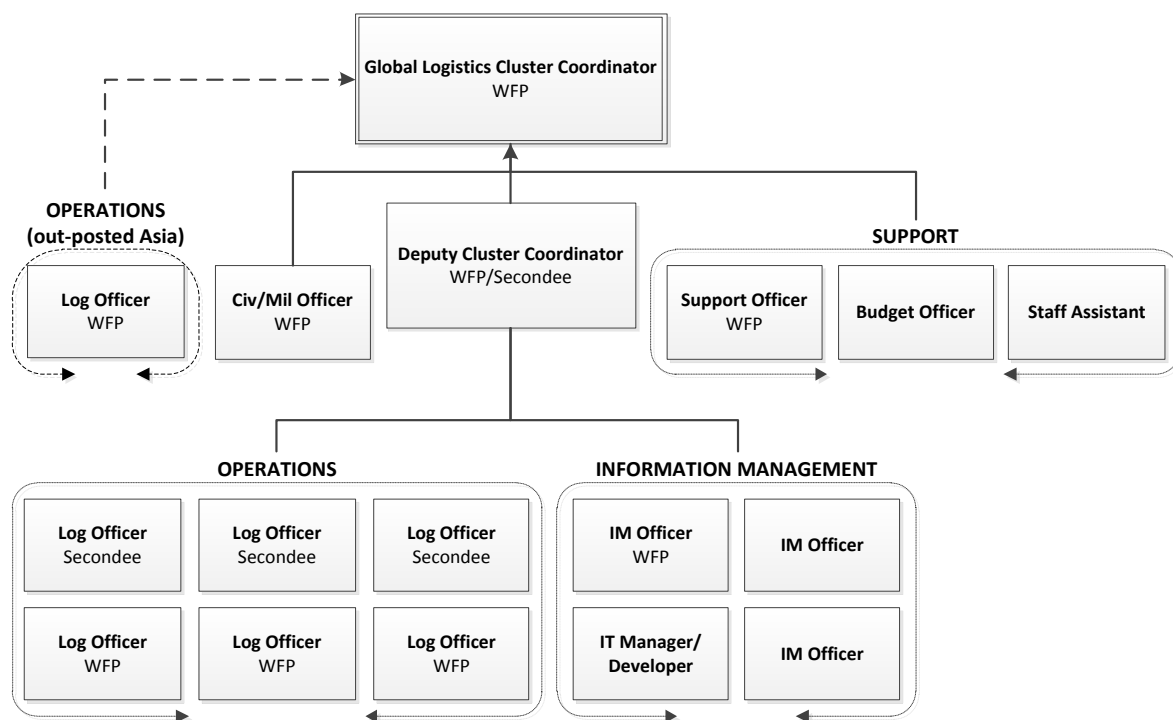
- Service performance reports

**Goal 3: Remain effectively engaged in policy development at both the global and field levels**

- Biannual feedback from GLM's on new policy developments.

**5.3 Structure Required**

To ensure an effective Logistics Cluster at the global level the following staffing levels and structure of the GLCSC is proposed, and is based on the reality of the cell in 2012. This is to ensure that the regular activities of the Global Logistics Cluster Support Cell are continued, including: maintaining field support and existing levels of deployment capacity; maintaining engagement with partners at the global level in terms of coordination and training; and supporting limited preparedness initiatives at current levels. Additionally the current staffing model of the GLCSC was used as a basis for developing the projects and tasks outlined in this document; as such, maintaining the current level of staffing is seen as a pre-requisite for completing the implementation of this strategy in 2013; projects identified are balanced between those requiring support from Logistics Officers, IM Officers, and the single Civ/Mil Officer. Additional projects, identified in the coming years as necessary to support the achievement of the outlined goals may necessitate a revision of this structure (Field operations have not been accounted for as their makeup, size, and duration vary dependent on the context of the operation and the levels of available funding).

**5.4 Budget Required to Support the Strategy**

The ability to fully implement the tasks and projects identified above and at the same time fulfil the established role of the GLCSC in supporting operations, conducting targeted preparedness activities, and advocating on behalf of the Logistics Cluster depends on the ability to raise the funds required. Funding shortfalls will result in less staff and reduce the ability to react to an emergency, as well as support on-going and future projects. The budget outlined below represents the total cost of supporting the GLCSC as outlined in the organigram above in terms of staffing; and, the cost of all

regular activities as based on 2012 levels of deployment, training activities, assessment missions, global coordination, and field support; as well as the costs associated with implementing the projects identified in this document to be addressed in 2013.

	<b>2013</b>	<b>2014*</b>	<b>2015*</b>
<b>Staffing</b>	<b>US\$ 2,630,940</b>	<b>US\$ 2,683,559</b>	<b>US\$ 2,737,230</b>
WFP Staff Positions	1,631,040		
Secondes	555,120		
Other Positions	444,780		
<b>Projects**</b>	<b>US\$ 1,025,000</b>	<b>US\$ 1,045,500</b>	<b>US\$ 1,066,410</b>
IM Projects	440,000		
Preparedness	340,000		
New Trainings	245,000		
<b>Admin and Travel</b>	<b>US\$ 487,000</b>	<b>US\$ 496,740</b>	<b>US\$ 506,675</b>
<b>TOTAL</b>	<b>US\$ 4,142,940</b>		

\* Figures have been calculated based on an assumed 2% increase in costs

\*\* Some of the projects identified 2013 are considered on-going (To be maintained through 2014 and 2015). However, successful implementation of the strategy will require that the GLCSC adopts additional tasks/projects to continue to support the achievement of the objectives and goals. Therefore, it is assumed the general requirements for project support will remain fixed over the next 3 years.

## ANNEXES

### I. Recommendations from the External Evaluation

#### 3.2. Recommendations

342. The following strategic recommendations reflect the joint contributions of the evaluators and key stakeholders. An initial set of recommendations was presented by the evaluators at a workshop facilitated by a neutral organisational development consultant in Rome in May 2012. Twenty-eight people participated in the workshop, representing 5 INGOs, 3 UN agencies, two donor governments, the Food Security and ETC clusters, WFP, the GLC SC, the evaluation team and the 3 evaluation co-managers.

343. Each recommendation was discussed in depth during breakout sessions and participants were asked to verify that the recommendations were; valid, linked to evidence, complete, and realistic. Participants also assessed the relative priority and urgency for recommendations, assignment of responsibilities for implementation and estimated ease of implementation. Table 12 shows the priority, urgency, responsibility and difficulty of implementation for each recommendation. Table 13 shows the findings that support each recommendation.

#### 344. Recommendation 1: GLC Strategy

Design a 3 year strategic plan for the GLC with the following key elements:

- a) Confirmation of the mission and mandate of the GLC at the global level – to include its role in the broader humanitarian logistics domain, its relative emphasis on coordinator and service provide roles, and how the GLC links to other actors to form a total supply chain;
- b) Confirmation of the mission and mandate of the GLC at operations levels to include finalization of a service catalogue that addresses whether it can and should seek to better address key bottlenecks and gaps (through coordination and/or service provision), and its appropriate role in building national preparedness following emergencies and through special projects based on risk<sup>9</sup>;
- c) Shared vision of what the GLC (partnership and cell) aims to achieve (strategic objectives, deliverables, outcomes) and key partnership attributes to sustain or build;
- d) An implementation plan and budget broken down by sustainable funding required from the core WFP budget (“mainstreamed”) vs. time bound projects to be funded by participating stakeholders and other potential donors;
- e) Analysis of the structure, skills and support systems needed in the GLC SC to achieve objectives;
- f) Agreed upon key performance indicators for global and country level activities and services and attributes of an approach to transparently communicating cost/benefit and performance information to partners; and

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<sup>9</sup> Some stakeholders question whether the GLC has a mandate for building national preparedness capacities, however, the November 2006 IASC Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response states, “Where appropriate, sectors leads should promote training and capacity-building initiatives, particularly in terms of strengthening the capacity of local authorities to provide leadership.” This recommendation should lead to a clearer definition of where and when it is appropriate for the GLC to provide such national preparedness assistance and what this entails.

- g) A communications and branding plan to enhance knowledge, awareness and appreciation for the GLC as a platform benefiting all humanitarian actors.

#### **345. Recommendation 2: Financial and Reporting Systems**

- a) Develop GLC specific global and country-level systems and practices to enhance transparency, performance monitoring and management including:
- b) Financial tracking systems capable of capturing cluster specific activities at global and country-level;
- c) Global project and operations reporting tools that track outputs/outcomes based on key performance indicators linked to the GLC strategy;
- d) Standardized system for tracking GLC common services (e.g. cargo, storage) and dedicated staff at field level to maintain system and conduct analysis; and
- e) Standardized operations reporting process to document performance against key performance indicators (e.g. timeliness, cost/benefit) at end of operation (or six month intervals for extended activation).

#### **346. Recommendation 3: Organisational Structure and Decision-Making**

Strengthen GLC management and the coherence and consistency of cluster lead agency decisions by:

- a) Clarify the need for WFP country directors and staff to consult the GLC SC on activation discussions within the HCT and deployment staffing decisions to ensure quality and consistency through an education/advocacy campaign; and
- b) Separating the Global Cluster Coordinator and head of ALITE positions and reconsidering the grade of the coordinator position to ensure the coordinator is fully focused on the work of the GLC, with a single reporting line, and able to interact at high levels with WFP and external actors.

#### **347. Recommendation 4: Improved Partnership**

Improve the formal and informal partnership elements of the GLC by:

- a) Conducting a stakeholder mapping exercise with key partners to identify how different actors relate to the GLC at global and country levels and their relative interest or influence on its work;
- b) Undertaking increased strategic outreach by the head of the GLC SC and WFP logistics leaders to key global humanitarian logistics actors to better ensure the GLC benefits from their input and increasingly represents the right actors, not just a diverse set of actors;
- c) Considering the pros and cons of establishing a small GLC strategic advisory group with representatives from all stakeholder groups, committed to actively advising the GLC SC, with rotating tenures;
- d) Establishing a systematic approach to engaging partners and staff in meaningful lessons learned exercises for all cluster operations. Consider performing light independent reviews of all cluster operations and meta-reviews every 3 years to coincide with strategy development/revision; and

- e) Developing a project management approach, modelled on the development of the LOG, as a standard basis for developing new tools and engaging partners in follow-up tasks between GLC meetings.

#### **348. Recommendation 5: Human Resources Management**

Improve cluster human resources management by:

- a) Establishing a dedicated staffing coordinator in the GLC SC to manage recruitment, selection, deployment, and debriefing;
- b) Develop and maintain a robust GLC specific roster that tracks skills, experience, functional speciality, language and cultural knowledge, and availability. Develop communications protocols for keeping roster informed and engaged (e.g. alerts about emergencies);
- c) Institute requirements for end-of-mission reports, briefing and debriefing process for all cluster deployed staff (in-person where possible, by phone as necessary);
- d) Develop cluster coordinator training and deployment toolkit;
- e) Establish cost-effective ways of bringing cluster staff (GLC SC and deployed) together to formally discuss trends, lessons and potential adjustments to improve operations (e.g. conference calls, webinars, possibly meetings); and
- f) Reduce emphasis on use of unfunded secondments and explore alternative approaches to recruiting for specialized program logistics skills from outside of WFP.

#### **349. Recommendation 6: Global Policy and Inter-Cluster Coordination**

Continue to remain effectively engaged in inter-cluster coordination at policy and operations levels by:

- a) Sharing and seeking out good practice examples with other global clusters;
- b) Establishing strong lines of communication between Logistics Cluster coordinators, GLC SC and newly deployed WFP policy staff in Geneva to contribute timely input on field-testing of reforms and emerging issues vis a vis IASC policy bodies and initiatives (e.g. deactivation guidance under development);
- c) Ensuring GLC cluster coordinator training builds knowledge and awareness of evolving Cluster System;
- d) Collaborating with program clusters to operationalize Transformative Agenda assessment and operations planning tools to ensure GLC can provide logistics “reality testing” and increase communications on prioritization across clusters throughout operations; and
- e) Share results of this evaluation with other clusters, the IASC Principals and subsidiary bodies and OCHA to increase common learning.

## II. Recommendations from the Schindellegi GLM in 2012.

**Preparedness and Lessons Learned** - The discussion centred on the need for the GLCSC to formalise and enforce a set of Lessons Learned, debriefing, and deployment briefing documents for Logistics Cluster Coordinators: (1) Participants agreed that the clarification of the role and mission of the Logistics Cluster should be considered a high and urgent priority. (2) The Logistics Cluster should advocate, together with OCHA and the Humanitarian Country Team for accelerated customs clearance procedures during emergencies. (3) End of Mission Reports should be mandatory for all Logistics Cluster staff returning from mission. (4) The Logistics Cluster should focus on developing a deployment toolkit. (5) A "Cluster Coordinator Training" that builds knowledge and awareness of the evolving Cluster System should be developed and conducted periodically.

**Partnerships** - How will the Logistics Cluster continue to engage its key partners in the humanitarian community and develop those relationships: (1) Feedback on current Logistics Cluster tools should be collected, and should inform decisions on additional developments/updates. (2) The LOG should be updated consistently. (3) A greater range of organisations, particularly national NGOs, Donors, and smaller humanitarian organisations should attend the GLMs. (4) Dedicated Logistics Cluster support at the Regional Level. (5) A smaller 'working group' may be appropriate to follow-up and give guidance on particular projects. (6) Continuation of the secondee system of staff from other agencies and NGOs into the cluster is essential.

**Operations** - Discussion centred on addressing key bottlenecks such as customs issues, creating an emergency roster for rapid deployment, and standardising tracking systems to improve effectiveness and efficiency in operations: (1) Use the GLCSC to advocate at a higher level (Rome and Geneva) for greater visibility/more timely action to be taken on customs issues. (2) Explore situations/circumstances in which WFP or other Cluster members would be willing to act as the consignee for cargo. (3) Identify and document on-going preparedness activities by other organisations. (4) Develop written internal policies regarding Logistics Cluster activation for WFP Country Directors (CDs) and managers. (5) Improve the GLC tracking systems for service provision and financial reporting. (6) Implement a regularly updated deployment roster. (7) Formalize a proper exit strategy for operations.

**Finance and Reporting** - The group focused on the discussion of clarifying the funding processes at the Global Level and on the need for Key Performance Indicators (KPIs): (1) The GLCSC should continue to advocate for the additional mainstreaming of funding within WFP, and an approach to fundraise jointly outside of WFP for extra-budgetary needs. (2) The GLCSC should define KPIs related to areas of GLCSC operation where standards currently in use do not accurately reflect or adequately capture specific elements of GLCSC operations. (3) Provide more education and communication materials to stakeholders clarifying the implementation of the cluster mandate. (4) Conduct a Stakeholder Mapping Exercise, and develop an advocacy strategy. (5) Bi-laterally approaching key donors to fund the secondments. (6) Ensure financial tracking for Logistics Cluster activities.

### III. Risk Assessment Details

No.	Risk ID'd by:	Description of Risk:	Causes	Effects	Chance of occurrence	Severity of Impact	Mitigation Action	Chance of occurrence Mitigation Actions are taken
1	HQ	Clusters being activated when not recommended and failure to deactivate when required.	<p>Poor analysis and no established indicators or criteria.</p> <p>Lack of continued self-assessments against yet to be defined indicators.</p> <p>Financial temptation.</p> <p>Lack of communication and reporting lines.</p> <p>"Rogue Clusters"</p> <p>No outlined process for deactivation.</p>	<p>Continuation of services beyond need.</p> <p>Waste of resources.</p> <p>Loss of donor and partner credibility.</p>	High	Medium	<p>WFP Cluster guidelines and Log Cluster Strategy document signed off by the WFP Board.</p> <p>Funding request against the Cluster name has to be approved by the Global Logistics Cluster Coordinator.</p>	Medium
2	Field	Lack of understanding of use of Logistics cluster mechanism by stakeholders.	<p>High-turnover, TDY, short-term consultants, standby partners.</p> <p>Lack of training to internal WFP staff on Logistics Cluster.</p> <p>Unclear about our mandate, sometimes overlap with OCHA, overstepping our boundaries.</p>	<p>Loss of knowledge and contacts, relying too heavily on WFP loggies (who might be unfamiliar with cluster roles and responsibility and are not always familiar with dealing in NFIs and volume instead of weight.).</p> <p>Lack of personnel for immediate deployment; problems of reporting lines; communications with GLCSC; heavily reliance on HQ/RB TDYers, which creates lack of continuity after the onset of the emergency and the initial</p>	High to Medium	Medium to High	<p>Share with the RC/HC, CD and HCT latest procedures/memos on logistics cluster TOR, activation and deactivation.</p> <p>Ensure the long term, medium and short term strategy plan for the services that Logistics Cluster provides are in place.</p> <p>Set-up global and national mechanism to get endorsement from Logistics Cluster participants on the concept of operation and project documents.</p>	Medium



				phase; conflict with the national staff or discourages national staff; unclear coordination responsibility, which leads to confusion and misunderstanding among other partners.				
3	HQ	Losing the inter-agency mandate.	<p>Personalities.</p> <p>Encroachment by other Agencies and funding competition.</p> <p>Lack of multilingual documents and products.</p> <p>Lack of secondments to the Cluster.</p> <p>Improper engagement with the military.</p> <p>Not including partners in key decision making, especially NNGOs and smaller INGOs.</p> <p>Lack of awareness and utilization of new technologies, procedures and communications options.</p> <p>Lack of operational consistency and documentation, failure to learn previous lessons and measure impact of support.</p> <p>Not engaging non-traditional actors.</p> <p>New humanitarian reform mandates.</p>	<p>Loss of buy-in and credibility in the humanitarian community.</p> <p>Loss of relevance.</p> <p>Lack of credibility and ability to efficiently respond.</p> <p>Dissolution of the Cluster.</p>	Medium	High	<p>Clearly defined strategy document and mission statement are endorsed by WFP Board and partners.</p> <p>Fundraising to allow smaller actors to participate in global meetings such as national NGOs and smaller INGOs.</p> <p>Information sharing and increased engagement with non-traditional actors by ensuring global meetings take place in the appropriate regions.</p> <p>Key documents and products have multi-lingual options: English, French, Spanish and Arabic.</p> <p>Knowledge and influencing pertinent UN initiatives and programmes - particularly IASC developments.</p>	Low

4	HQ, Field	Inability to respond in an effective and efficient manner.	<p>Lack of clear roster.</p> <p>HR contract issuance delays.</p> <p>Insufficient contingency planning.</p> <p>Lack of adequate funding.</p> <p>Incapacity to deploy due to UN restrictions.</p> <p>Inadequate skill sets within the Cluster (e.g. poor multilingual capacity).</p> <p>Underutilization of new technologies, procedures and initiatives.</p> <p>Weakening of WFP Logistics branch.</p> <p>Lack of Cluster influence on WFP management regarding Logistics Cluster decisions.</p>	<p>Partners unable to respond and results in mission failure.</p> <p>Reduction in relevance and loss of leadership position.</p> <p>Inefficient and incorrect use of donor funds resulting in lack of engagement by donors.</p>	Medium	High	<p>Use of information gathering tools, such as online surveys, to ensure the proper gap and needs analysis is taking place.</p> <p>Implementation of roster system with documented procedures and guidelines which is regularly updated and incorporates key, identified skill set requirements.</p> <p>Working with HR for pre-approval of WFP contracts to support emergency deployments with regular pre-approvals of staff at the Regional Bureau level.</p> <p>Clear WFP guidelines on the use and responsibilities of Clusters in the field.</p> <p>Ensure Logistics Cluster advocates for DSS slots during initial response, have the system acknowledge the Clusters as independent entities and not as the organisation.</p>	Medium
5	Field	Low performance of WFP as a Logistics Cluster Lead.	<p>Lack of predictable engagement with government, the private sector, and "new" actors.</p> <p>Poor quality service provision to external partners.</p> <p>Variable commitment from WFP's senior management in country.</p>	<p>Ad hoc approach, depending on the context, creating expectations for future operations such as customs facilitation.</p> <p>Little support received in country from WFP's management.</p> <p>Worsening financial perspectives to support middle to small</p>	Medium	High	<p>Bridge the gap between service provision by choice and by mandate: harmonize systems, empower service providers with tools and guidance rather than enforcing rules.</p> <p>Include specific Logistics Cluster aspects within the evaluation</p>	Medium

			<p>Shrinking financial resources.</p> <p>More focus within WFP will be given to the FS Cluster, as it functions in an area that is closer to the core mandate of WFP.</p> <p>The Logistics Cluster is not a legal entity and is reliant on WFP for contracts.</p> <p>Unprofessional behaviour by staff.</p> <p>Lack of acknowledgement about the needs of other agencies.</p>	<p>emergency responses.</p> <p>Logistics Cluster unable to provide its own resources and reliant on partners who can alter their support.</p>			<p>framework of a CD's performance.</p> <p>Ensure staff professionalism through trainings and support from support Cell.</p> <p>Continue working closely with WFP and other actors.</p>	
6	Field	Loss of momentum from the global stakeholders.	<p>Cluster Fatigue.</p> <p>Lack of projects with GLC participant's direct involvement.</p> <p>Lack of clarity about GLC's role in relation to the multiplication of logistics humanitarian initiatives: universities, professional associations (HLA), private sector (K+N Foundation), etc.</p> <p>A number of agencies are restricted by their own mandate to acknowledge that they use the Cluster system.</p> <p>High turnover of partner's logistics staff leads to a lack of awareness of what has been done by the Cluster in the past for an agency.</p>	<p>Absence of UN secondment (and the related funding) into GLCSC since approx. 2 years.</p> <p>Little response from participants when inputs are required on global projects.</p> <p>GLC participants having secondment to GLCSC getting less involved as secondments are winding down.</p> <p>Receiving funding through joint appeals becomes increasingly difficult as donors do not see the added value of the Logistics Cluster.</p> <p>We could be accused by donors of double-dipping and both getting funding per agencies and then under Logistics Cluster in</p>	Medium	Medium	<p>When feasible, promote and financially support (through SOs) the involvement of participants in service provision (management of a staging point, ad hoc presence for trans-shipment, reporting, etc).</p> <p>Include in GLC workplan projects to be led by other organisations and support for fundraising (WASH Cluster model 2008/10).</p> <p>Promote the concept of short terms secondments from participating organisations (i.e. not standby partners or LET) to field operation.</p> <p>Regular communication with the Government counterparts.</p> <p>Transparency and accuracy in</p>	Medium

			<p>Over-compensate, by not moving WFP food, but for everybody else instead.</p> <p>Unfulfilled expectations/ wrong perception in terms of potential level of logistics assistance.</p> <p>Relation with Government on issues such as customs clearance of goods would often fall under logistics in many NGOs, but in the UN system more under admin and overall under OCHA.</p> <p>CivMil affairs which is under OCHA often also heavy on logistics issues.</p>	addition.			<p>estimating potential support by Logistics Cluster.</p> <p>Sharing awareness with the Government on Logistics Cluster strategy, potential risks and limitations in an emergency response.</p>	
7	Field	Failure to adequately address logistics gaps in complex emergencies.	<p>Not adapting the logistics assessment to a specific refugee crisis.</p> <p>Unclear roles and responsibilities for Cluster response and potential disagreements with UNHCR when it comes to responding to a refugee crisis.</p>	<p>Lack of communication between the HQ, RO, CO.</p> <p>Fail to meet the Logistic Cluster first mandate.</p> <p>Clarity on who goes out to donors for funding request for logistics, and if logistics services should be offered by Logistics Cluster or another agency.</p> <p>Loss of "first response" credibility.</p> <p>Lack of operational consistency and documentation.</p>	Medium	High	<p>Discussion and setting up a clear strategy between HQ, RO,CO Directors.</p> <p>Global Cluster Cell gets clarity with IASC and other UN agencies.</p> <p>Regular IM and in addition adding on charts and graphs showing usage and value of usage.</p>	Medium
8	Field	Partner organisations providing unqualified staff to liaise with the Logistics Cluster.	Staff sent in to emergency tend to stay for short periods and have high turn-over.	Delays when using common services, which could lead to additional costs for the logistics	Medium	Medium	<p>Work on capacity building trainings and documents.</p> <p>Regularly transition services to</p>	Low

			<p>Not always fully dedicated logistics staff with relevant background and experience in logistics.</p> <p>Lack of awareness and explanation on the role of Logistics Cluster to the Agencies. Improper identification of Logistics gaps to address.</p>	<p>cluster and/or less than optimal utilization. Improper identification of Logistics gaps to address.</p> <p>Logistics Cluster sometimes provides services easily available on private market.</p> <p>Limited funding and resources might not make us able to offer necessary assistance as provider of last resort.</p> <p>Lack of understanding how to utilize common services (e.g. wrong information provided)</p>			<p>cost-recovery.</p> <p>Templates and SOPs, easy recognizable from country to country.</p> <p>Clearly define the Logistics Cluster role and responsibilities.</p>	
9	Field	WFP CO and/or Logistics unit lack of ownership and understanding of the Logistics Cluster.	<p>Poor mainstreaming of the mandate and its implication to field level staff.</p> <p>Reliance on external support (TDYs, CSTs) to manage Cluster activation.</p> <p>Lack of training to WFP staff about the Cluster lead's mandate.</p> <p>Little recognition of the role of WFP Logistics teams in the achievements of the Logistics Cluster.</p> <p>Being used by WFP as a funding mechanism.</p> <p>Lack of clear understanding about reporting responsibilities between the Logistics Cluster and</p>	<p>Little commitment from WFP team to Cluster objectives.</p> <p>Internal competition for resources (human and financial) and recognition.</p> <p>Perceived Separation of Logistics Cluster staff from the rest of Logistics: necessary to external, harmful internally.</p> <p>Lack of credibility, initiative, efficiency that Logistics Cluster can take decision and response to the needs.</p> <p>Push to use common services for WFP regular programme activities and/or reluctance to use WFP staff/resources to provide</p>	Medium	Medium	<p>Bring guidance and support closer to the Cos.</p> <p>Develop a corporate Cluster training to be made available to all Logistics staff both at management and operations level.</p> <p>Prior to reviewing the guidance material available to CDs, run a quick lessons learnt on the past mainstreaming efforts such as CD training tool, GRFE and other products.</p> <p>Clearly define the upper line management of Logistics Cluster.</p> <p>Logistics Cluster at both CO level, with support from HQ ensures</p>	Low

			<p>the CO/RB/HQ level.</p> <p>Limited funds and resources, staff and assets, are available to WFP operations.</p> <p>WFP staff perceives the cluster to fall outside of the responsibilities of the HoL/CD.</p>	<p>common services.</p> <p>Over-charging the Logistics Cluster for service provided.</p> <p>WFP programmes are prioritized over Logistics Cluster</p>			<p>that whenever a Cluster is activated/extended CD is fully aware of responsibilities and his/her accountability to the HC for WFP taking lead.</p>	
10	Field	Lack of Logistics Cluster institutional knowledge and internal trainings.	<p>High-turnover, TDY, short-term consultants, standby partners.</p> <p>Lack of training to internal WFP staff on Logistics Cluster.</p> <p>Unclear about our mandate, sometimes overlap with OCHA, overstepping our boundaries.</p>	<p>Loss of knowledge and contacts, relying too heavily on WFP loggies (who might be unfamiliar with cluster roles and responsibility, and not always familiar with dealing in NFIs and volume instead of weight.).</p> <p>Lack of personnel for immediate deployment; problems of reporting lines; communications with GLCSC; heavy reliance on HQ/RB TDYers, which creates lack of continuity after the onset of the emergency and the initial phase; conflict with the national staff or discourages national staff;</p> <p>unclear coordination responsibility, which leads to confusion and misunderstanding among other partners.</p>	Medium	Medium	<p>Development of standard SOP.</p> <p>Involvement of WFP Logistics and Global Logistics Cluster Support Cell.</p> <p>Training for Logs Cluster team on cargo other than food.</p> <p>Trainings &amp; deployments in the field for field officers and national officers on clusters.</p>	Low
11	Field	Decreased donor support/funding.	<p>Non-utilization of funds in the allocated time.</p> <p>Logistics Cluster activities seen as irrelevant or duplication in some</p>	<p>Direct effect on activities - scaled down activities, smaller operations.</p> <p>Difficult to secure funding for big</p>	Medium to Low	High	<p>Increased engagement with donors at the HQ-level and in-country.</p> <p>Use appropriate focal points to</p>	Low

			<p>emergencies.</p> <p>General decline in donor funding worldwide.</p> <p>Negative media coverage of Logistics Cluster activities.</p> <p>Short-term funding cycles.</p> <p>Poor presentation of the needs to the donor.</p>	<p>long term assets, such as a common fleet, or other logistics assets.</p> <p>Difficult to get funding for multi-year projects such as infrastructure project.</p> <p>Hard to implement global cluster support projects.</p> <p>Loss of credibility</p>			<p>ensure media have access to information on Logistics Cluster performance.</p> <p>Use of all donor funding in the appropriate time-frame.</p> <p>Educating OCHA at the Country, Regional, and HQ level, on the Logistics Cluster and how its activities are different from other Clusters.</p> <p>Clearly define the needs and requirement to the donor and the impact of the service to the beneficiaries and lobby donors for longer-term project funds and timelines</p>	
12	HQ	Disengagement by WFP.	<p>Budgetary pressures.</p> <p>Inability to measure impact of support.</p> <p>Lack of knowledge about the required level of support and responsibilities.</p> <p>Poor communication of operational accomplishments.</p> <p>Interdivisional disagreements.</p>	<p>Loss of staff positions and ability to provide global support at desired level.</p> <p>Lack of funding and resources for key projects and support operations.</p> <p>Lack of clear reporting lines.</p>	Low	High	<p>Work with WFP management to ensure decentralization policies do not adversely affect Log Cluster activities.</p> <p>Document the requirements to allow for regional presence of Logistics Cluster officers.</p> <p>Clearer reporting and documentation of WFP and partner support regarding the Cluster response.</p> <p>Increased training of WFP staff regarding staff regarding cluster activities, obligations and responsibilities.</p>	Low

13	HQ	Financial and reputational liability exposure.	<p>Lack of appropriate IT security procedures.</p> <p>Failure to conduct proper risk assessments as new tools are explored.</p> <p>Lack of coordination with other agencies.</p> <p>Poor data globally distributed.</p> <p>User misinterpretation of data presented.</p> <p>No cargo insurance.</p> <p>Information not capturing the actual security risk.</p>	<p>Agency seeking financial compensation for damages due to perceived Log Cluster responsibility.</p> <p>Endangerment of staff and other persons.</p>	Low	Medium	<p>GIS products develop the proper disclaimers for all products.</p> <p>Updating of cargo tracking tools to allow for value of commodities to be tracked.</p> <p>Consultation with legal regarding liabilities for common service provision and required disclaimers.</p> <p>Risk assessments and documentation for new products and initiatives produced and reviewed bi-annually.</p>	Low
14	Field	Financial/ Compliance.	<p>Required to adhere to WFP rules &amp; procedures post emergency.</p> <p>Discontinuation of activities/TDYS/lack of institutional continuity after the wind-down.</p> <p>Staff unaware of WFP financial procedures.</p>	Audit comments and implications	Low	Medium	<p>Clear deactivation process and completion of SPR at the end of SO.</p> <p>During SO adherence to WFP rules &amp; procedures or NFRs to cover.</p> <p>Clear delegation of authority in procurement &amp; financial management.</p> <p>Training of WFP CDs in Logistics Cluster lead coordination requirement.</p>	Low



#### IV. Tasks Table

Goal	Task
<b>GOAL 1: OPERATIONS</b> Provide crucial operational services and information in a timely way, to support the humanitarian community.	Implement and maintain a Deployment Roster which ensures the availability of the proper skill sets.
	Develop and publish a Logistics Cluster Field Handbook, with key guidance and specific technical information concerning the Logistics Cluster's methods of operation.
	Develop a sustainable secondees system that ensures the inter-agency character of the Logistic Cluster is maintained, provides added value to the GLCSC by keeping technical expertise available, and addresses the needs of partners.
	Update existing Logistics Cluster tools and resources to improve usability including: The Logistics Operations Guide (LOG), the Digital Logistics Capacity Assessment (D-LCA) tool, and the Logistics Cluster Website.
	Develop new tools to address unmet operational needs or improve the management and dissemination of information including, but not limited to an online interface for the Deployment Roster and applications for Mobile Devices.
	Develop an advocacy strategy to inform key audiences, and raise the visibility of the Logistics Cluster.
	Identify new potential donors and their priorities, alternative funding mechanisms, and methods of leveraging existing partnerships.
	Write and maintain operational and project documents, to include financial requirement, for donors.
	Focus the update of existing, and the development of new, Logistics Capacity Assessments (LCAs) for at risk countries.
	Develop and implement a specific Logistics Cluster training for Cluster Coordinators.
	Develop and implement a Logistics Cluster training to be given at the regional level to WFP Logistics Officers.
	Increase the GLCSC's professional capacity through training in project management, procurement, and customs procedures using professional partnerships.
	Continue to identify locations, according to the existing risk analysis, for the potential establishment of Humanitarian Staging Areas.

<b>GOAL 2: ACCOUNTABILITY Remain accountable to all stakeholders.</b>	Standardize end of mission reports.
	Implement standardized performance monitoring and communicate the results to partners.
	Report on the value of services rendered (Donor funding, cost of services by agency, and total funding required) for each operation.
	Maintain an up-to-date stakeholder map.
	Develop a global communications strategy to promote cluster awareness among key partners and donors.
	Make key documents available in multiple languages (i.e. French, Arabic, etc.).
	Advocate for broader inclusion of stakeholder in GLMs.
	Develop Logistics Cluster KPIs where required.
	Develop a complete lessons learned reporting procedure.
	Conduct regular surveys with both global stakeholders and key project staff.
	Develop the tools and systems to adequately track service provision.
	Regularly conduct reviews on GLCSC performance against this strategy document.
	Establish working groups to ensure participatory project development.
	Include stakeholders in the development of criteria for the Roster.
	Organise regular global meetings for key stakeholders at the global level.

<b>GOAL 3: POLICY</b> <b>Remain effectively</b> <b>engaged in policy</b> <b>development at</b> <b>both the global and</b> <b>field levels</b>	Keep WFP Logistics and operational managers aware of Logistics Cluster activities/projects, accomplishments, and needs through regular briefings and targeted communications materials.
	Work with the other clusters in the development of inter-cluster protocols and procedures.
	Remain actively engaged in the development of the WFP guidance that relates to the Cluster Approach.
	Develop official WFP guidance on Cluster activities in conjunction with ETC and Food Security Clusters.
	Support the development of policies to manage the transition from cluster operations to WFP logistics sector support, or host government led logistics coordination activities (scale-down/hand-over).
	Develop the function of Civil-military liaison officers as they relate to logistics.