



# **Logistics Cluster Global Meeting**

## **NOTE FOR THE RECORD**

**28 – 29 May 2015**

*Hosted by Bioforce Institute, Lyon*



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**Logistics Cluster Global Meeting**  
**28 – 29 May 2015**  
**Hosted by Bioforce Institute, Lyon**

## **BACKGROUND**

The Logistics Cluster Global Meetings are held twice a year, and bring together senior logisticians from humanitarian organisations at the global level. These meetings provide an opportunity to discuss relevant Logistics Cluster operations, collect feedback from partner organisations on Logistics Cluster performance, present new initiatives and projects relevant to the field of humanitarian logistics and they have also served as a forum for strategic discussion concerning the further development of the Logistics Cluster.

## **INTRODUCTION TO THE NfR**

The Logistics Cluster Global Meeting in Lyon focused on both **operational and strategic objectives**, in particular, the humanitarian logistics response to the complex crisis in Yemen and recent earthquake in Nepal. The focus of the first half of day one included operational discussions, including on the Ebola Response which is now in the later stages, and what the humanitarian logistics community can learn for future pandemic preparedness. The focus of the second half of day one was on presentations and updates on partner projects including those focused on humanitarian logistics professionalisation. The second day focused on strategic discussions including working with National Disaster Management Offices (NDMOs) and an update on the drafting of the Network Paper in preparation for the World Humanitarian Summit. The event involved the participation of 57 attendees from a total of 37 organisations. Topics were wide ranging and included active participation and discussions.

This document is organised to reflect the discussions as they took place during the Global Meeting in Lyon. The Meeting Agenda is presented first, followed by a brief description of each session. The Note for the Record aims to summarise the key discussion points, and any ideas generated for a collaborative agenda of shared interest topics and action to be taken forward.

Additional documents related to the meeting, including presentation slides, participants list and results from the survey, are available in the annexes and at the following webpage <http://www.logcluster.org/global-meeting/global-meeting-lyon-2015> (Password: Lyon2015)

## GLM LYON 2015 - MEETING AGENDA SUMMARY

### Day 1

09:00	Welcome & Introductions
09:20	Recap from Copenhagen Meeting
09:30	Operational Discussion: Nepal and Yemen
10:15	Operational Discussion: Ebola Response and Pandemic Preparedness
10:45	BREAK
11:15	Emergency Health Units
11:45	Humanitarian Logistics Platforms
12:15	LUNCH
13:15	UNDAC and OSOCC
13:45	Customs and Consignment Facilitation
14:15	ERCCs Toolbox
14:45	BREAK
15:15	People that Deliver:
	→ Professionalisation in Humanitarian Logistics
	→ Career Pathways and Competency Framework

### Day 2

09:00	Fleet Management Support to Organisations During Emergencies
09:30	NDMOs (Vanuatu, Malawi, Mozambique, Philippines)
10:00	Training and Development in Emergencies
10:30	BREAK
11:00	World Humanitarian Summit
12:30	LUNCH
13:30	GLC Strategy (Recap, Review and Next Steps)
14:30	BREAK
14:00	Cash and Markets (Recap and Step Forward)
14:30	E-Transfer Initiatives
15:00	Closing Remarks

## DAY ONE

### WELCOME AND INTRODUCTIONS

Benoit Silves, Director of Bioforce Institute, welcomed all the participants to the meeting at the Bioforce Institute Training Centre. Benoit highlighted the importance of trainings and education for humanitarian logistics.

Wolfgang Herbringer, WFP Director of Logistics and Chair of Logistics Cluster, continued the opening remarks by thanking Bioforce Institute, the meeting hosts and all the participants, particularly at a time of such humanitarian constraints and demands. Reflecting on the previous meeting held in Copenhagen, he highlighted some key areas of progress made: the delivery of the unprecedented Logistics Cluster operation for Ebola, as well as continued, large scale operations and coordination, and also the discussions in preparation for the World Humanitarian Summit and joint drafting of the Network Paper on humanitarian supply chain.

In light of the topics focusing on Professionalisation, Career Pathways and the future of Humanitarian Logistics, it was fitting to hold this Meeting at the Bioforce institute, an organisation which aims to develop skills and training programmes, in order to improve the logistical performance of development programmes and emergency response.

Tommy Thompson, the Global Logistics Cluster Coordinator, introduced the agenda. The agenda was formed both a result of the Action Points from the Copenhagen Meeting, as well as of feedback from the post-meeting survey on what partners wanted to discuss. As such, the resulting agenda included a mix of operational discussions and project topics of interest, demonstrating the breadth and diversity of projects across the logistics sector. As with previous Global Cluster Meetings, all attendees were encouraged to actively participate in the discussions over the coming days. Finally, the new Global Cluster Coordinator, Stephen Cahill, was introduced to participants, who will be taking over the role as of August 2015.

### OPERATIONAL DISCUSSIONS:

The Deputy Global Logistics Cluster Coordinator introduced the session highlighting the Logistics Cluster Operations that have taken place in 2014 and 2015. Five out of the 13 operations have been categorised as a Level 3 emergency, and more than 160 organisations have been supported.

#### NEPAL

*Presented by Baptiste Burgaud (Logistics Cluster)*

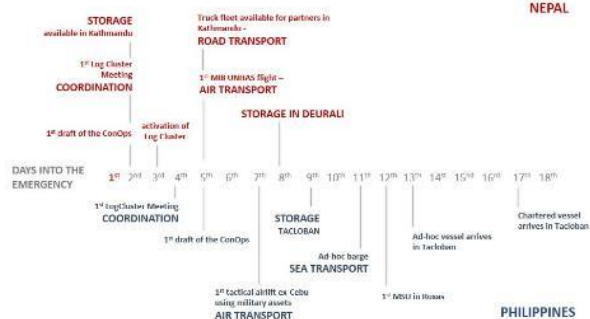
The Logistics Cluster Coordinator for the Nepal Operation began the session by providing participants with an overview of the emergency, including logistical constraints. A timeline of the Nepal Response was also compared with the 2013 Typhoon Haiyan response in the Philippines, as a foundation for analytical discussions centred on preparedness in the Asia Region.

The Logistics Cluster and WFP Regional Bureau have been carrying out preparedness activities for an event such as the Nepal Earthquake over numerous years; these preparedness activities hastened ability to operationalise, saving time, money and improving the overall response to the emergency. Prior logistics preparedness activities included supply route knowledge gathering, government trainings, pre-positioning of equipment and the establishment of a Humanitarian Staging Area (HSA) at the International Airport in Kathmandu. Within a day of the earthquake, the Logistics Cluster was activated, a Coordination Meeting held and storage made available at the HSA. Within the first week, the Logistics Cluster was able to deploy a team and made additional air and road transport available to the humanitarian community. Whilst the scale and geography of the two countries are clearly very different, the presentation highlighted that the response to Nepal was at least 4 to 10 days ahead of the response to the Typhoon Haiyan in the Philippines in 2013.

A summary of the presentation:

## TIMELINE

NEPAL vs PHILIPPINES – November 2013



NEPAL

## OVERVIEW

NEPAL

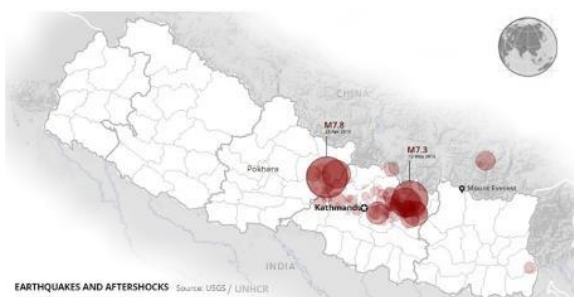


### CHALLENGES

ENTRY POINTS	ACCESS	INSTITUTIONS	CIV/MIL	SUPPLY CHAIN
<ul style="list-style-type: none"> <li>Initial congestion at the KTM airport (single air entry point)</li> <li>Limited alternative options</li> </ul>	<ul style="list-style-type: none"> <li>Aftershocks, rain and landslide damage to road infrastructure</li> <li>High altitude and mountainous terrain</li> </ul>	<ul style="list-style-type: none"> <li>Fluctuating customs procedures</li> <li>Restricted list of exempt relief items and excessive duties and landing/handling fees</li> <li>Cargo re-routing</li> </ul>	<ul style="list-style-type: none"> <li>Geo-political issues regarding air asset usage</li> <li>Low engagement with certain external military entities</li> </ul>	<ul style="list-style-type: none"> <li>Lack of clear visibility on the upstream pipeline of organizations using Logistics Cluster services</li> <li>Funding constraints</li> </ul>

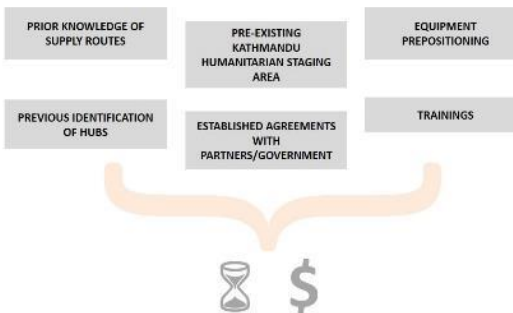
## NEPAL

EARTHQUAKE RESPONSE



## PREPAREDNESS

NEPAL



However, even with significant time and resources dedicated to preparedness, there was still a number of challenges encountered in the logistics response. Main challenges included entry points and geographical access, geopolitical issues and institutions, Civil Military coordination and supply chain visibility. In response to challenges, the Logistics Cluster introduced an innovative solution, utilizing animal and porter carriers for transport of essential relief supplies to reach difficult-to-access areas.

Despite challenges, the operation has been successful not only due to preparedness measures, but due to cooperation between, and support from, key actors including government, civil military, humanitarian and private partners. It was also highlighted that recently, various government delegations have observed the Logistics Response Team (LRT) Training, and this awareness has proved to be important for coordination in the Nepal Response. Participants were further stressed that there needs to be stronger coordination with other governments to ensure improved access in the region, and that the humanitarian community will need to focus on the use of logistics corridors as well as in-country logistics.

## YEMEN

*Presented by John Myraunet (Logistics Cluster)*

An overview of the fuel and coordination operation in Yemen which began following Logistics Cluster activation in May 2010 and continued through the conflict escalation in March 2015 was presented. The new challenges brought by the deterioration of the situation, including infrastructure damage and port blockades, have severely impacted access to the country and have called for a region-wide response, tested procedures and made operational planning difficult. The increasing fuel needs have led to additional resource requirements in order to effectively and efficiently respond to humanitarian community.



The benefits of inter-organisational information sharing through the global teleconference calls facilitated by the Logistics Cluster were emphasised by participants. However, the unpredictability of the situation in Yemen and the regional spread of the response, is challenging the ability to achieve humanitarian objectives, which is further constrained by basic infrastructure and limited number of organisations present in the region.

A summary of the presentation:



## EBOLA RESPONSE AND PANDEMIC PREPAREDNESS

Tommy Thompson (Logistics Cluster)

The session described the challenging, emergency situation in Western African Countries affected by the Ebola Virus which began in 2014, and the emerging lessons learned for future Pandemic Preparedness.

The speed, scale, highly complex nature of the emergency and operational variations across the three countries was emphasised as a major complication. Its vast spread, rapid change and speed made it very difficult to plan logistics infrastructure and operations. Furthermore, the unprecedented nature of the operation required a different approach to logistics and coordination, with WFP Common Services, including the Logistics Cluster, providing the backbone of logistics operations and coordination mechanism supported by UNMEER on behalf of the humanitarian community. Other challenges were related to the difficulty of managing downstream supply chain for medical supplies, due to their specifications, high volume, and safety sensitive nature of supplies such as Personal Protective Equipment. Furthermore, the lack of upstream and end-user information hindered the ability to effectively plan logistics infrastructure, and led to excess, unidentified, unsafe or non-priority items filling up warehouses.

A summary of the presentation:

**Pandemic Preparedness: The Way Forward**

- Virtual Supply Chain
- Integrated inventory management & tracking
- Emergency staff deployments
- Health sector partnerships fostered
- Pre-positioning & preparation of key medical resources



It was highlighted that although the Ebola Response has been complex, it has paved the way for innovative solutions, collaborative relationships, and key lessons have been learned for future pandemic preparedness. WHO is now working to pre-positioned stocks but limitations exist for defining requirements, due to the variety of specific items required depending on the context. In addition, work is ongoing to increase the capacity of global health product manufacturers in the event of an emergency. Discussions are also ongoing to establish commodity tracking and virtual supply chains for pandemic preparedness. Furthermore, the need to prepare MedEvac and other staff protection mechanisms in advance was highlighted as a major lesson learned from the Ebola Response, and essential for humanitarian and medical team deployments. WHO advised that planning activities take into account variety of potential health emergencies, including flu and cholera.

The additional response capacity provided through the European Response Coordination Centre (ERCC) and the humanitarian medevac initiative led by ECHO for the Ebola Response, is now supported by the European Council and mandated to provide teams of standby responders.

To improve preparedness and build capacity, the Logistics Cluster has begun the initial groundwork for a Logistics Cluster Lessons Learned Exercise. Partners requested that there also be an inter-organisational lessons learned exercise, to take into account the complex nature of the logistics response.

#### **Action Point:**

- Logistics Cluster partners and the Logistics Cluster to take forward discussions for a collaborative Logistics lessons learned for the Ebola Response ensuring representation across organisations

### **EMERGENCY HEALTH UNITS**

*Presented by Sarah Murphy (Save the Children UK)*

Sarah Murphy from Save the Children (STC) presented their Emergency Health Unit (EHU) initiative. The EHU ensures a pre-standing emergency health capacity, including medical supplies, logistics and skilled medical personnel, to deploy anywhere in the event of an emergency and can be set up independently of national health systems. The intention of EHU is to provide medical care in the first 6-8 weeks of an emergency, whilst the national government is scaling up its health response. Underpinning this initiative, is key lessons learned from the Ebola Outbreak. As a result of the response, STC has secured staff for core EHUs, rosters and registries, as well as UK and international partnerships within clinical, operational and technical fields.

The EHU is a project in partnership with DFID. Funding and supplies will be prepositioned at regional and global levels and finally, partnerships will be established with Ministries of Health, academic institutions, service providers and hospitals.

In the next few months, physical prepositioning should be completed in Nairobi and Brindisi, and by 2016, in Nairobi, West Africa, Asia, and Europe. Prepositioning will be aligned with WFP and WHO. Potential risks for the initiative were highlighted as expiration of components, labelling of items, dispatching/freight, slow replenishment of components, loss of funding and lack of Goods in Kind (GiK) commitment. Save the Children intends to collaborate with other actors, and current collaborations include IFRC, WFP and WHO. STC are currently attempting to identify the top 10 countries for health emergency risk, and working with those governments on the EHU initiative and emergency preparedness.

### **HUMANITARIAN LOGISTICS PLATFORMS**

*Presented by Helene Robin (Handicap International)*

Helen Robin introduced the Humanitarian Logistics Platforms, an intervention mechanism that aims to optimise the use of logistics assets to ensure local and international humanitarian actors can reach affected populations in remote areas during emergencies.





Complimentary to Cluster operations and logistics response activities, this initiative works to address the challenges associated with accessing difficult to reach areas, in addition to reinforcing local capacities. To overcome constraints in logistics and communications, the mechanism implements logistics facilities such as storage, workshops, transportation fleets. It also coordinates with other humanitarian operational actors and clusters to collaborate on expertise and presence in hard to reach areas, in addition to and providing training. In doing this, costs are optimised and coordination and information sharing improved.

### **UNITED NATIONS DISASTER ASSESSMENT AND COORDINATION (UNDAC)**

*Presented by Lucien Jaggi (OCHA)*

The presentation provided an overview of the role of the United Nations Disaster Assessment and Coordination (UNDAC) and On Site Operations and Coordination Centre (OSOCC), how organisations can benefit from the tools and how it can be strengthened. UNDAC, the rapid response team comprises of experienced emergency responders from governments and specialised agencies. The team deploys to provide support during the first phase of a sudden onset emergency to carry out initial assessments, assist in coordination of incoming international relief and establish the OSOCC. The team is deployed free of charge, on request from the Humanitarian Coordinator or affected government.

The OSOCC, set up by the first arriving UNDAC or international search and rescue team, is a tool that is established to improve emergency management in sudden onset disasters. It helps local authorities to coordinate incoming international relief, enabling improved coordination and facilitating the activities of responding organisations to an emergency. Discussions highlighted the benefits of speed and access to the logistics sector that the UNDAC can facilitate. Opportunities exist for incorporating the Logistics Capacity Assessments (LCAs) into the scope of UNDAC activities and to establish closer links with responding agencies.

### **CUSTOMS AND CONSIGNMENT FACILITATION**

*Presented by Virginie Bohl (OCHA), Dmitry Godunov and John David*

Virginie Bohl commenced the Customs and Consignment Facilitation presentation by providing an introduction to LogIK (<http://logik.unocha.org>) and future plans for the tool. During the Nepal Emergency response, customs officials shared daily declarations of items entering the country with OCHA. However, a challenge for the tool was highlighted as the amount time and resources required to enter information into the database. Plans for the future include assessing the ability for automating uploading of information through customs declarations.

Dmitry and John introduced the UNCTAD ASYCUDA (Automated SYstem for CUstoms Data) Programme. The objective of the programme is to remove customs bottlenecks, and to improve relationships between customs and other agencies for humanitarian purposes. The ASYCUDA Single Window pilot was introduced, which works to ensure faster goods processing, more predictability and transparency, with fewer delays and uncertainty at the border.

A major challenge is to identify a donor to fund the ASYCUDA pilot for a relief consignment module. This module would relieve concerns of information sharing as a bottleneck, as all data in LogIK would come directly from what customs officials approved; the software itself would increase the capacity of customs officials to simplify procedures during times of crises and move consignments through borders more expeditiously.

### **HUMANITARIAN LOGISTICS AND TRANSPORT PLATFORM**

*Presented by Loic Lallemand- Zeller and Alfonso Lozano Basanta (ECHO)*

Loic and Alfonso from the European Commission's Directorate-General Humanitarian Aid and Civil Protection (ECHO) introduced the ECHO's Humanitarian Logistics and Transport Platform which is part of the Emergency Response Coordination Centre (ERCC).



The ERCC operates within ECHO, and was set up to enable the EU and its Member States to respond to natural and man-made disasters in a timely and efficient manner, both inside and outside Europe, using resources from the countries participating in the Union Civil Protection Mechanism (UCPM). If an emergency affected country, or the UN, sends a request for assistance to the ERCC, this request is then forwarded to all the participating states of the UCPM, who can offer to respond on voluntary basis, with modules or in-kind assistance according to needs. The ERCC does not fund this support directly, but does contribute for the associated transport costs (eg. Team module or in kind assistance).

ECHO's Humanitarian Logistics and Transport Toolbox includes a comprehensive set of tools, such as the ECHO flight service, Kuehne Nagel transport broker, Enhanced Response Capacity (ERC), ECHO partners, and Civil-Military support.

The Ebola Response was highlighted as the largest UCPM logistics and transport operation, funded both through DG ECHO's Civil Protection and the Humanitarian Aid mechanisms. Support included, among others, the Dutch vessel, which provided sea transport to humanitarian organisations, and liaison officers which supported the Logistics Cluster operations in the region. It was highlighted that a priority area for the Ebola Response was Medical Evacuation for medical teams and humanitarian responders. Today there are several Medevac assets for the Ebola Response identified, two of them, from Germany and Luxembourg, are currently part of the European Enhanced Response Capacity (EERC) or Voluntary Pool.

#### **PEOPLE THAT DELIVER: PROFESSIONALISATION IN HUMANITARIAN LOGISTICS & CAREER PATHS FOR HEALTH AND HUMANITARIAN LOGISTICS COMPETENCIES**

***Benoit Silves (Bioforce Institute / People that Deliver) & George Fenton and Becky Turner (Humanitarian Logistics Association - HLA)***

Benoit Silves, Director of Bioforce Institute and Chair of People that Deliver, began this session; the first in a series focusing on professionalisation of Humanitarian Logistics. Professionalisation incorporates a number of HR related activities. The need to recruit and retain competent, supported staff with technical and managerial capacity for positions from a pool of skilled personnel is vital and work is ongoing to make improvements. Enhanced learning and research opportunities are being developed by The Humanitarian Logistics Association, in partnership with People that Deliver and a number of global actors, and include the development of tools including a career pathway framework for humanitarian logisticians. This framework aims to facilitate personal development through identified learning experiences, enhancing the professionalisation of the sector and defining the competencies that course-providers should aim towards.

Bioforce Institute is also building global and national capacity to implement evidence-based approaches for projects focusing on improving competencies of health professionals with logistics functions. Projects are underway in Guinea and Burkina Faso to develop, support and retain the national workforces needed for the effective, efficient and sustainable management of health supply chains, building preparedness for future health emergencies.

It was advised that in order to build a larger trained professional community, benchmarks and private sector standards should be outlined. From the donor perspective, logistics should be included in project design, utilising logisticians' skills and strategic thinking. However, it is important to recognise potential need to develop new roles with more specific functions carried out to higher standards. More investment is needed in how to retain staff, develop tools and increase funding for training and collaboration.

## DAY TWO

### **FLEET MANAGEMENT SUPPORT TO ORGANISATIONS DURING EMERGENCIES**

*Presented by Paul Jansen (Fleet Forum)*

As a continuation of the professionalisation theme, Fleet Forum's approach to improving transport management human resources was presented and participants were given three questions to consider: qualities of fleet managers, how qualities can be transferred in emergency contexts and what additional qualities may be required for emergencies. The benefits of preparedness and variety of emergency contexts was also discussed. However, it was highlighted, that the ability of fleet managers to plan is constrained by daily activities and a lack of decision making capacity.

Discussions focused on improvements in training and in integrating fleet management into the programming activities of an operation including fleet financial requirements, improved coordination and information sharing on fleet availability and relevant procedures. The findings from a fleet maintenance survey carried out in South Sudan were presented (<http://www.logcluster.org/global-meeting-document/fleet-forum-fleet-management-and-repair-south-sudan-survey-results>) and organisations who wish to continue discussing the main challenges of fleet management were invited to form a Working Group.

#### **Action Point:**

→ Organisations who wish to form a Working Group to contact Paul Jansen (Fleet Forum).

### **THE LOGISTICS CLUSTER NDMO AND CIVIL PROTECTION**

*Presented by Baptiste Burgaud (Logistics Cluster)*

This presentation outlined the increasing number of Logistics Cluster operations whereby support has been provided to governments and National Disaster Management Offices (NDMOs), and opened discussion with participants on what role the Logistics Cluster should play in these emergencies. Currently, the Logistics Cluster support to National-led Clusters, with no formal IASC activation entails preparedness activities such as Logistics Capacity Assessments (LCAs), trainings, and operational support. Operational support is broad and covers funding, staff, IM support and guidance from the Global Logistics Cluster. As the Logistics Cluster continues to receive more requests for support from governments, particularly in the Asia Region, the lack of clarity on roles, resources provided and methods of response were highlighted as issues that need to be addressed.

Logistics Cluster activities in four case studies, the Philippines, Mozambique, Malawi and Vanuatu, were summarized and the implications of involvement presented. Preparedness and emergency support to governments is essential in emergencies and the Logistics Cluster maintains a 'no-regrets' approach to emergencies.

However, there are certain risks associated with non-IASC activated emergency involvement, which must be considered; implications for the Logistics Cluster are focused on resources including time, money and staff, which are limited due to a high number of activated Logistics Cluster emergency operations. Secondly, there is operational risk both to established Cluster procedures and accountability, where Cluster involvement is not IASC- activated.

A summary of the presentation:



It was agreed that the Logistics Cluster would continue preparedness work as much as resources allow, citing Nepal as an example of the importance of emergency preparedness. It will continue its no-regrets emergency deployments ahead of formal IASC activation in order to operationalize relief support as soon as possible. However, in light of the official Cluster mandates set by the IASC, guidance should be provided to governments that Cluster activation should be requested, rather than the Logistics Cluster providing long-term sectoral support to national governments. It was requested that these topics concerning involvement in preparedness activities, and involvement in non-IASC activated emergencies should be continued in broader discussions including Global Strategy planning going forward.

#### Action Point:

- ➔ Logistics Cluster to engage with partners to discuss the topics of Logistics Cluster involvement in preparedness, and involvement in non-IASC activated emergencies within context of developing the Logistics Cluster strategy post-2015.

#### TRAINING AND DEPLOYMENT IN EMERGENCIES

*Presented by Thomas Thompson (Logistics Cluster)*

Since the start of 2014, the Global Logistics Cluster has deployed 16 staff members across nine operations for an equivalent of 1500 days. Further staffing figures including secondments were shared and the reliance on staff support from partner organisations was emphasised.

A summary of the presentation:



A summary of Logistics Cluster trainings was followed by a presentation of the secondment position proposal, an action point taken from the previous Logistics Cluster Global Meeting in Copenhagen.

The yearlong secondment position Terms of Reference (ToRs) shared in the meeting reading pack were summarised. The position, funded through Logistics Cluster internal channels is available to a logistician from an NGO with good field experience. Budget, time period and post secondment opportunities for the candidate were discussed including the need to ensure the position maximised engagement between the Logistics Cluster and partner organisations. ACF has proposed a candidate who suits requirements; no objections were received and it was agreed the secondment positions will continue to be offered in future, dependant on funding availability.

→ NGO Secondment system to be strengthened, and ACF Secondment to join the Global Logistics Cluster this year.

## **WORLD HUMANITARIAN SUMMIT AND NETWORK PAPER ON SUPPLY CHAIN**

*Presentation and group discussions facilitated by George Fenton (HLA/WVI) and Becky Turner (HLA)*

Supported and commissioned by the Overseas Development Institute ([www.odi.org](http://www.odi.org)), members of the humanitarian logistics community are drafting a Network Paper on Humanitarian Supply Chain to advocate key messages in preparation for the World Humanitarian Summit (see [www.worldhumanitariansummit.org](http://www.worldhumanitariansummit.org)). The paper aims to increase the awareness of logistics as core to aid operations and advocate that through innovative approaches and enhanced preparedness, efficient and effective humanitarian supply chains and logistics can contribute to delivering an improved emergency response.

The concept of the Network Paper and chapters were presented. Participants formed groups to discuss and provide feedback on the key statements for each chapter of the paper.

### **1. How much was done in the last decade**

**Authors:** Pierre Boulet-Desbureau and Michael Whiting

Chapter 1 reflects on the last decade of humanitarian logistics, milestones achieved, how it has emerged as a critical factor in emergency response and what may come in the next 10 years. It debates challenges around policies, lack of compatibility between commercial and humanitarian logistics and engagement with other sectors. These challenges were set against a backdrop of increasingly complex coordination and geopolitical operational environments.

**Group Discussions:** Considering the recent increase in emergency resource requirements, funding needs to be reviewed as current levels may become unsustainable or not suited to future needs. Common logistics services will need to remain inclusive, neutral and impartial.

### **2. How much logistics is progressing and adapting to new contexts and technologies**

**Authors:** Alvaro Villanueva and George Fenton

Chapter 2 covers recent developments in Humanitarian Logistics Systems and the potential for alternative forms of assistance, such as cash over in-kind. Using local markets to support interventions reduces the reliance on international markets. The additional investments this may bring for human resources and training would allow for more effective and flexible procedures.

**Group Discussions:** The current thinking around aid provision modalities and engaging at local levels to recognise beneficiary should be re-evaluated. The need to structure preparedness and form a template to use as a basis during a response was discussed as a key factor to be addressed.

### **3. How much optimising humanitarian logistics will improve supply chain response**

**Author:** Nils Vanwassenhove

Chapter 3 looks at long term supply chain improvements, including investing in planning, researching to improve decision making and investing in staff and technology. By involving beneficiaries, integrated supply chains could be optimised and shaped according to demand.

**Group Discussions:** Discussions on the limitations of working in complex environments, for standardisation and optimisation of supply chains, such as the broad variety of components in the supply chain.

#### 4. How much increasing shared services will reduce redundancies

**Author:** John Myraunet

Chapter 4 discusses how, in sharing common services, benefits to the sector include avoiding duplication, supply chain optimisation, improved utilisation of time and money and ultimately improving quality.

**Group Discussions:** It is important to ensure non logisticians have an understanding of the language used in the sector, and are aware improvements can be made at the local and global level. By harmonising approaches to common activities such as customs, standard products could be delivered and benefit the whole community.

#### 5. How much humanitarian aid can benefit from stronger coordination

**Authors:** Peter Tatum and Rebecca Turner

Chapter 5 investigates the opportunities for using logistics to leverage greater coordination between actors. New technologies and information should be shared more widely to improve decision making. Investments in developing new technologies and innovations could be utilised more effectively but this requires stronger sector coordination and evidence based decision making.

**Group Discussions:** Coordination between humanitarian actors at all levels and more direct investments should be raised with donors, in addition to incorporation of logistics into programme design.

#### 6. How much long-term investments in humanitarian logistics will decrease Humanitarian Aid costs and increase beneficiaries' coverage

**Authors:** Jean Baptiste Lamarche with contribution from Virginie Bohl

Chapter 6 concerns implementing global, long term strategic plans and harnessing new funding mechanisms. It discusses the recommendations made in previous chapters for the long term development of humanitarian logistics, making responses and capacity more effective and generate positive change.

**Group Discussions:** Recently published figures (<https://fts.unocha.org/pageloader.aspx?page=home>) show logistics makes up a significant portion of total humanitarian aid spending. Investments, consultations and using the commercial sector as a model for improving efficiency could improve quality of results. However, all situations vary contextually and require different procedures.

To end the session, participants were advised that the Network Paper would be shared with the Logistics Cluster and partners were encouraged to advocate for the issues discussed within and on behalf of their organisations.

- Network Paper Working Group/HLA to share an executive summary of the Network Paper with the Logistics Cluster as soon as possible, and also to share the Network Paper with the Logistics Cluster once it has been approved by the ODI.

### LOGISTICS CLUSTER STRATEGY

*Presented by Thomas Thompson (Logistics Cluster)*

The Global Logistics Cluster Coordinator commenced the presentation by providing an overview of the current Logistics Cluster Strategy (2013-2015). The three year strategy was a result of the first ever Cluster evaluation which was conducted by the WFP Office of Evaluation, the Netherlands Ministry of Foreign Affairs and the UNICEF Office of Evaluation, utilising feedback from over 200 key informants (Logistics Cluster Partners) at the global and field levels. The resulting strategy aimed to enhance Logistics Cluster capacity in the strategic areas of Operations, Policy and Accountability. As the Logistics Cluster enters its final year of the current Strategy, it is now key to assess progress made against the Strategy, and design the methodology for the Strategy post- 2015.



An overview of progress against each of the strategic objective areas of Operational Support, Accountability and Policy was provided. Operational support was highlighted as the priority strategic area, which includes providing crucial operational services and information to support the humanitarian community. It was advised that whilst the Cluster has been able to focus on accountability and policy among other issues, emergency operations are the core focus of the IASC mandate of the Logistics Cluster. The second main strategic goal is to remain accountable to all global stakeholders. Finally, the goal of Policy, aims to ensure that the Logistics Cluster remains effectively engaged in global inter-agency, Civ-Mil and WFP policy development.

Partners were asked to think about what they can drive forward as part of this process as Logistics Cluster participants, and against what timeline they would expect a new strategy. Partners discussed the methodology, and whether they thought an entirely new evaluation should be conducted resulting in a new strategy, or whether the current strategy can be revised with stakeholder drive and involvement. After discussion, partners agreed that there should be:

- A revised and updated strategy by January 2016;
- The process to inform the strategy revision would first involve a Logistics Cluster survey to validate the proposed methodology;
- This would be followed by a Working Group with key partners to meet throughout the year in order to form recommendations for the updated strategy;
- The Strategy Working Group's recommendations would then be shared at the next GLM, which would include a full day on drafting the next strategy;
- Finally, a draft would be shared after the meeting, to be finalised with stakeholders by January 2016.
- It was also agreed that GLC should reach out to donors for their involvement;
- Finally, partners requested the GLC act as Chair and Secretariat for the Working Group.

However, all discussions on the methodology and informal agreements would first be included in the Strategy Survey, to be shared after the Global Meeting with all partners. This will ensure global stakeholders formally validate this proposed methodology, and allow suggestions for improvement and opportunity for additional stakeholder engagement.

The question was raised about whether an additional pillar could be created, centred on preparedness activities due to increasing evidence that this area requires stronger investment. Furthermore, one participant raised the question of whether accountability should be a pillar in itself or be a connecting theme across all activities and pillars. Attendees agreed that the strategy should highlight advocacy and be used as a mechanism to mobilise resources for non-core (non-operational) Logistics Cluster activities. Partners also stressed the need for the strategy to reflect the work being done in humanitarian logistics in preparation for the World Humanitarian Summit. These topics to be discussed by the Working Group and at the next Global Meeting.

#### **ACTION POINT:**

- Logistics Cluster to share a survey with stakeholders to confirm the following action points agreed, and thus, inform the next steps for the Strategy:
  - Working Group, including but not limited to, British Red Cross, Islamic Relief, ACF, Plan, UNICEF, World Vision, Fleet Forum (external), and ECHO, to be established following the survey to form recommendations to revise and update the existing strategy for the next strategy (post-2015).
  - GLC to reach out to donors for their involvement in the Working Group and forming recommendations.
  - Next strategy to reflect the direction of Logistics Cluster Partners work in preparation for the World Humanitarian Summit.
  - GLC to act as Chair and Secretariat for Working Group on Global Strategy.
  - The strategy Working Group's recommendations to be shared at the next GLM, which will include a full day on drafting the next strategy. A draft to be formed and shared after the next GLM.

## **CASH AND MARKETS – UPDATE AND NEPAL CASE STUDY**

*Presented by Rebecca Vince (Plan International)*

Participants were given an update on the status of the actions raised and outcomes of the Cash and Markets Forum during the Global Meeting in Copenhagen in November 2014. Rebecca updated attendees on the communications products. At the time of the meeting, the first in the series of animated videos explaining the supply chain in cash and markets based programmes (<https://www.youtube.com/watch?v=WXCCFt8QemQ>) had reached over 2500 views on the Logistics Cluster YouTube channel. The second (“Strengthening Markets in Crisis”) and third (“Multiplier Effects in Humanitarian Markets”), and French translation of the first video have been made available on the YouTube channel.

Highlighting the increasing prominence of Cash and Markets as a modality for aid provision during humanitarian responses, it was shared that a Cash Coordination Group in Kathmandu was established following the recent Nepal Earthquake and had in excess of 60 humanitarian staff attending, including logisticians; encouraging greater engagement across the sector. The standard cash provision modalities were challenged by the rapid onset and scale of the response and facilitated a reassessment of standard processes including program design. Rebecca advised meeting attendees that Aidex will be taking place on 18 – 19 November in Brussels and will bring together suppliers, service providers, humanitarian logisticians and humanitarian programme staff.

→ Cash and Markets videos to be shared publically, including French versions

## **E-TRANSFER PROGRAMMING**

*Presented by Alvaro Villanueva (ACF Spain)*

Alvaro Villanueva, ACF Spain began the session, focused on initiatives to improve coordination among agencies by showing two videos of recent initiatives in e-transfers:

- <http://www.youtube.com/watch?v=iNS8OFE2s30>
- <https://www.powtoon.com/show/CHWgUF3v1qL/kache/>

Alvaro summarised the current challenges to e-transfer programming including the need to work together but ensuring that different needs and contexts can be catered for. The issues of maintaining protection of data and the lack of willingness to implement innovations from across the sector, are constraints to progress for initiatives. Moving forward as a community in defining operational standards in electronic transfers will push progress forward but available capacity, support and mandate limitations for existing sector leads such as the Logistics Cluster present challenges.

## **CLOSING REMARKS**

Wolfgang Herlinger, WFP Head of Logistics and Chair of the Logistics Cluster again thanked Bioforce Institute for generously hosting the meeting, including their contribution to the topic of Professionalisation and the Kuehne Foundation for their generous contribution to host the dinner. He also highlighted some key takeaways from the productive Meeting, including the need to take agreed upon steps to prepare for the new Global Strategy, to take forward discussions on preparedness, NDMO engagement, and the need to continue to work together as a humanitarian logistics community in preparation for the World Humanitarian Summit.

Participants were commended for engaging so actively in the discussions. It was highlighted that this Global Meeting had a record attendance of logisticians, with well over 50, from more than 30 organisations. Final thanks were given to the Global Cluster Coordinator for his active role in the Logistics Cluster and Global Meetings for the past five years, and a warm welcome given to the new Global Cluster Coordinator, who will be joining the team in the coming months.

## GLOBAL MEETING ACTION POINTS

- Partners interested in discussing fleet management issues further to contact Fleet Forum to set up Working Group
- Logistics Cluster partners and the Logistics Cluster to take forward discussions for a collaborative Logistics lessons learned for the Ebola Response ensuring representation across organisations
- NGO Seconded system to be strengthened, and ACF Seconded to join the GLC this year
- Cash and Markets videos to be shared publically, including French versions
- GLC strategy discussions going forward to incorporate Preparedness issues, as raised in the Meeting as a priority topic
- GLC to also include the topics of Logistics Cluster NDMO/Civil Protection engagement, preparedness and Cluster Activation into GLC Strategy discussions
- Network Paper Working Group/HLA to share an executive summary of the Network Paper with the Logistics Cluster as soon as possible, and also to share the Network Paper with the Logistics Cluster once it has been approved by the ODI
- Logistics Cluster to share a survey to stakeholders to confirm the following action points agreed, and thus, inform the next steps for the Strategy:
  - Working Group, including but not limited to, British Red Cross, Islamic Relief, ACF, Plan, UNICEF, World Vision, Fleet Forum (external), and ECHO, to be established following the survey to form recommendations to revise and update the existing strategy for the next strategy (post-2015)
  - GLC to reach out to other donors for their involvement in the Working Group and forming recommendations
  - Next strategy to reflect the direction of Logistics Cluster Partners work in preparation for the World Humanitarian Summit
  - GLC to act as Chair and Secretariat for Working Group on Global Strategy
  - The strategy Working Group's recommendations to be shared at the next GLM, which will include a full day on drafting the next strategy. A draft to be formed and shared after the next GLM.

## ATTENDANCE LIST

AGENCY / ORGANISATION	NAME
ACF France	Jean Baptiste Lamarche
ACF Spain	Alvaro Villanueva
BIOPORT	Jérôme Aubry
BIOPORT	Nicolas Petit
BIOPORT	Bruno Martinez
British Red Cross	Mike Goodhand
DFID	Jason Connolly
ECHO	Alfonso Lozano Basanta
ECHO	Loic Lallemand- Zeller
Fleet Forum	Paul Jansen
Handicap International	Maxence Giraud
Handicap International	Helene Robin
ICRC	Sophie Gligorijevic
IMC	Sebastien Cazenave
Institut Bioforce	Benoit Silves
Institut Bioforce	Franklin D'Hauthuille
Institut Bioforce	Mark Bretton
IOM	Joseph Ashmore
Islamic Relief	Mohamed Chahtane
Kuehne Foundation	Sean Rafter
Medair	Anne Guinchard
Medair	Klasien Hoeve
Mercy Corps	Szabolcs Farkas
MSF Logistique	Erland Egiziano
NRC	Kaustubh Anil Navangul
OCHA	Virginie Bohl
OCHA	Lucien Jaggi
OCHA	Caroline Nicot
Oxfam Intermon	Sophie Flores
Plan International	Rebecca Vince
PU/AMI	Stephan Magnaldi
Save the Children UK	Chuck Woolgar
Save the Children UK	Sarah Murphy
Solidarités	Fabrice Perrot
THW	Kai, Pietsch
THW	Theo Lingens
UNCTAD	Dmitry Godunov
UNCTAD	John David
UNHCR	Mats Hultgren
UNHRD	Julia Bachar
UNICEF	Joselito Nuguid
UNICEF	Peta Barns



<b>USAID</b>	Melanie Mason
<b>Welthungerhilfe</b>	Jürgen Ludemann
<b>WFP</b>	Stephen Cahill
<b>WFP</b>	Wolfgang Herbinger
<b>ETC</b>	Joseph Choi
<b>WHO</b>	Jose Rovira
<b>WHO</b>	Jerome Jallud
<b>HLA</b>	Becky Turner
<b>World Vision / HLA</b>	George Fenton
<b>World Vision</b>	Jonathan Spence
<b>Logistics Cluster</b>	Thomas Thompson
<b>Logistics Cluster</b>	John Myraunet
<b>Logistics Cluster</b>	Brittney Titus
<b>Logistics Cluster</b>	Lucy Styles
<b>Logistics Cluster</b>	Baptiste Burgaud



## **ANNEXES**

### **GLOBAL MEETING WEBSITE**

[HTTP://WWW.LOGCLUSTER.ORG/GLOBAL-MEETING/GLOBAL-MEETING-LYON-2015](http://www.logcluster.org/global-meeting/global-meeting-lyon-2015)

### **PHOTO ALBUM**

[HTTP://WWW.LOGCLUSTER.ORG/GLOBAL-MEETING/GLOBAL-MEETING-LYON-2015](http://www.logcluster.org/global-meeting/global-meeting-lyon-2015)

### **GLOBAL MEETING SURVEY SUMMARY**

[HTTP://WWW.LOGCLUSTER.ORG/GLOBAL-MEETING-DOCUMENT/GLOBAL-MEETING-LYON-2015-POST-MEETING-SURVEY-RESULTS](http://www.logcluster.org/global-meeting-document/global-meeting-lyon-2015-post-meeting-survey-results)

### **PRESENTATIONS DAY ONE**

[HTTP://WWW.LOGCLUSTER.ORG/GLOBAL-MEETING-DOCUMENT/DAY-ONE-PRESENTATION-SLIDES-PDF-0](http://www.logcluster.org/global-meeting-document/day-one-presentation-slides-pdf-0)

### **PRESENTATIONS DAY TWO**

<http://www.logcluster.org/global-meeting-document/day-two-presentation-slides-pdf-0>

### **THE SUPPLY CHAIN IN CASH AND VOUCHER PROGRAMMES VIDEO**

[HTTPS://WWW.YOUTUBE.COM/WATCH?V=WXCCfT8QEMQ](https://www.youtube.com/watch?v=WXCCfT8QEMQ)

### **BIOFORCE INSTITUTE GLOBAL MEETING INTERVIEW VIDEO**

[HTTPS://YOUTU.BE/T8\\_ZcDAAH1M](https://youtu.be/T8_ZcDAAH1M)