



LOGISTICS CLUSTER GLOBAL MEETING

NOTE FOR THE RECORD

6-7 NOVEMBER 2018 | HOSTED BY WFP

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LOGISTICS CLUSTER GLOBAL MEETING

6 TO 7 NOVEMBER

HOSTED BY WFP

BACKGROUND

The Logistics Cluster Global Meetings (GLM) are held twice a year and bring together Logistics Cluster partners and senior logisticians from humanitarian organisations at the global level. These meetings are a forum for strategic discussions and provide an opportunity to discuss relevant Logistics Cluster operations, collect feedback from partner organisations on Logistics Cluster performance, and present new initiatives and projects relevant to the field of humanitarian logistics.

INTRODUCTION TO THE NOTE FOR THE RECORD (NfR)

This Logistics Cluster Global Meeting involved the participation of 62 attendees from a total of 42 organisations. The meeting agenda was developed based on feedback from previous meetings. The theme of the meeting was “Reverse Logistics.” The meeting was facilitated through presentations and discussions by a variety of partners and humanitarian stakeholders, and included sessions focused on the theme, the changing operational environment, perspectives on cluster preparedness activities, and an update on the Logistics Cluster Strategy Implementation Plan.

This NfR is organised to reflect the discussions as they took place during the Global Meeting in Rome and aims to summarise the key discussion points and actions going forward. Additional meeting documents, including presentation slides, the participants list, and survey results are available at the website below.

GLM Rome: <https://logcluster.org/global-meeting/global-meeting-rome-2018>

GLOBAL MEETING AGENDA

Day 1

09:00 Welcome & Introductions

09:30 SAG Update

10:00 BREAK

10:30 Keynote Speech – Dr Gyöngyi Kovacs

11:20 Panel Discussion on Reverse Logistics

12:30 LUNCH

13:30 Reverse Logistics Break Out Group Activity and Discussion

15:00 BREAK

15:30 Introducing the GLC team and its position within the lead agency

17:00 End of Day One

Day 2

08:30 Recap of Day One and Intro to Day Two

08:45 Partner perspective on Madagascar Preparedness Activities

10:00 BREAK

10:30 Operational Update Panel Discussion

11:30 Strategy Implementation Plan Presentation

12:00 LUNCH

13:00 Strategy Implementation Plan Discussion

14:30 BREAK

15:00 Strategy Implementation Plan Next Steps

16:00 SAG Vote/ Wrap Up/ Closing Remarks

17:00 End of Day Two

DAY ONE

PRESENTATION SLIDES FROM DAY ONE

The presentations are available on the dedicated GLM Rome website [here](#).

WELCOME AND INTRODUCTIONS

Amer Daoudi, World Food Programme Senior Director of Operations, welcomed all participants to the 24th Global Logistics Meeting, the first to be held at WFP headquarters. He spoke of his fondness for the cluster, speaking of the longstanding relationship he has had with the cluster since its first operation in Pakistan following the 2006 earthquake. Amer spoke of how the world and emergencies have changed since that time, as have expectations of what the cluster can and should do. He also spoke of the complex challenges the cluster and partners now face, from conflicts to the effects of climate change such as disease outbreaks, water scarcity, and climate-related conflicts. Amer highlighted the importance of preparedness to ensure that the cluster and its partners are ready to face oncoming challenges and congratulated the group on important work being done on national capacity building. He also discussed the importance of working together.

Stephen Cahill, Global Logistics Cluster Coordinator, also welcomed participants to the meeting. He introduced the theme of Reverse Logistics and the keynote speaker, Dr Gyöngyi Kovacs. Stephen reiterated the importance of the global meetings as an opportunity to network and provoke thought and discussion amongst attendees.

UPDATE FROM THE STRATEGIC ADVISORY GROUP (SAG)

PRESENTED BY CECILE TERRAZ (NGO REPRESENTATIVE)

Cecile Terraz provided a brief update on the SAG action points from the last global meeting in Washington DC before discussing the two vacancies for NGO representatives. She discussed the need for the plenary to reassess what the SAG is and does and reiterated that the SAG is a representative body for all partners. Cecile then called for partners to nominate for the vacancies ahead of the vote in the afternoon of Day Two of the meeting.

“REVERSE LOGISTICS IN THE HUMANITARIAN CONTEXT” – Keynote Speech

PRESENTED BY DR GYÖNGYI KOVACS (HANKEN INSTITUTE OF ECONOMICS)

Dr Kovacs began by outlining some of the definitions within the concept of reverse logistics and summarised that the main question to ask is how to reduce the impact of humanitarian operations not only while they're in progress, but before they have begun and after they have ended. She

outlined that there is not only an environmental impact to consider but that there are also public health concerns. Dr Kovacs pointed to common issues that lead to waste during operations such as incorrect procurement, unsolicited bilateral donations, damaged items, expiries and item packaging, and raised the question of whether waste management is the role of the operating organisation or the government. She called for greater recognition of the responsibility of organisations in managing this as part of their operations planning, be it through managing it themselves or supporting the relevant government in building the capacity to manage it. In some countries there is also the issue of extended responsibility protocol where the importer of goods bears responsibility for them even when they've been distributed to beneficiaries or given to the government to distribute. Dr Kovacs also spoke about the increasing requirements from donors in relation to reverse logistics for pharmaceuticals, particularly given the legal risks related to unmonitored medications.

Dr Kovacs spoke about the different actions organisations can take in relation to reverse logistics such as reduce, collect, separate, reprocess, redistribute, and dispose, and noted that one of the focus areas that can have a big impact is procurement. Although, Dr Kovacs acknowledged that humanitarian organisations only have so much bargaining power compared to the commercial sector due to the smaller size of procurements. She spoke about standardisation as a potential avenue for exploration among humanitarian actors, as well as bearing in mind the end of life of products when creating the technical specifications for products ahead of the procurement process. She also discussed the repurposing of materials, such as shipping containers which can be used in many different ways, thus cutting down on any need for disposal. Dr Kovacs also spoke about utilising third party reverse logistics service providers, something that the commercial sector does. She then finished her speech by examining some of the reasons why the humanitarian community is yet to fully embrace the idea of reverse logistics, such as a lack of information, political limitations, poor planning, and unavailability of the necessary technology.

REVERSE LOGISTICS PANEL DISCUSSION

PRESENTED BY DR GYONGI KOVACS (HANKEN INSTITUTE OF ECONOMICS), MATHIEU GRENADE (IFRC), GEORGINA STICKELS (WFP) AND MARTIN GUARD (UNEP)

The session began with panellists asked to respond to the following question – “Over time, humanitarian assistance and support activities can have a potentially negative impact on the environment. If waste is not recycled or treated in a sustainable way, packaging and hazardous products could create or aggravate pollution problems for current and future generations. As humanitarians, do we have an ethical and legal obligation under the principle of ‘do no harm’ to avoid such negative consequences?” Georgina stated that she believed that there was an obligation, and that through the Sustainable Development Goals, WFP had a responsibility to ensure this. She acknowledged the potential for cost savings and other advantages if these considerations are built into organisational policies. Mathieu also agreed that there is a responsibility not just to save lives immediately but to consider the longer-term risks of humanitarian operations. He acknowledged the need to overcome the barrier in emergency response organisations of very short-term thinking, as well as the need to consider compliance risks by not taking these issues into consideration. Martin acknowledged the difficulty as sometimes the capacity is not there to adequately dispose of waste

but recognised the importance of due-diligence in exploring waste management and recycling options when beginning an operation.

The floor was then opened up to meeting participants. Participants agreed that the issue is incredibly important, but that there are significant barriers to addressing it. Examples of both best practices and opportunities for improvement were shared such as the Rohingya response, where the use of bamboo for refugee shelters has caused a shortage of locally-procured supplies. It was also recognised that there needs to be a stronger alignment between procurement and logistics processes to incorporate sustainability aspects. The Humanitarian-Development Nexus was suggested as one way to refocus attention to the longer-term impacts of operations. Greater support from donors was also suggested as a way to mainstream sustainability into project planning. It was also suggested that the Logistics Capacity Assessments (LCAs) could include additional information on recycling and waste management services. Discussions were had on the need to ensure that environmental considerations do not have an impact on the ability of organisations to fulfil their mandates. From a cluster perspective, standardisation of items could allow organisations greater influence when negotiating environmental standards with suppliers. There is the potential for the repurposing of debris and waste for humanitarian operations following natural hazards.

The discussion returned to the panel and the importance of environmental policy decided by organisations' management and the subsequent need for donors to conform to these policies. The panel called for participants to be innovative and embrace creative solutions such as involving suppliers and focusing on the upstream level where there is the greatest opportunity for change. Dr Kovacs then wrapped up the session by thanking the plenary and other panellists for their contributions, stating that she believed it was one of the best conversations of this type that she'd seen.

REVERSE LOGISTICS BREAK OUT GROUPS ACTIVITY

The plenary was split into four groups, each led by one of the panellists from the previous session. With the assistance of group leaders and staff members from the WFP Environmental Sustainability team, groups were asked to respond to the current state and challenges of the beginning and end of the life cycle of humanitarian operations, and share suggested solutions and examples. A summary of the results of this session can be found [here](#).

INTRODUCING THE GLC TEAM AND ITS POSITION WITHIN THE LEAD AGENCY

PRESENTED BY JAKOB KERN (DIRECTOR OF SUPPLY CHAIN DIVISION, WFP)

The session began with an introduction of Global Logistics Cluster staff. Jakob Kern, Director of Supply Chain Division at the World Food Programme (WFP) then addressed the plenary to explain the recent restructuring of the division and its relevance to the Logistics Cluster. In order to increase knowledge sharing between units and to create more seamless support to field operations, Stephen's responsibilities have been extended to include oversight of Bilateral Service Provision and SOLVE in addition to the Logistics Cluster. In addition, the GLC will have access to staff from outside

the cluster, resources, and knowledge. As a result, partners will see an improvement in the quality and quantity of deployments.

He reiterated WFP's continuing commitment as lead agency of the Logistics Cluster and highlighted how vital the cluster is to the humanitarian community as a key coordination mechanism during emergencies.

Jakob provided an update on the current reporting lines and accountability of field Logistics Cluster Coordinators, including how they are supported directly by and report to the Global Logistics Cluster. For administrative, legal and security purposes, staff in the field also liaise with the relevant country office, with a technical reporting line to the GLC. Following concerns raised by the plenary, Jakob also reiterated that within its decision making, the Logistics Cluster is independent to WFP's programmatic considerations and has a separate funding stream from WFP which will not change. However, as per the mandate of the lead agency, WFP is committed to ensuring a certain level of staffing support.

Jakob encouraged greater support from partners in deploying staff to the cluster, as well as open communication between partners and the Global Logistics Cluster team.

The plenary also discussed their concerns regarding maintaining the independence of the cluster, how to measure the impact of the restructure, and discussed the potential for KPIs to be developed. Jakob encouraged members to use the SAG as a mechanism to raise any concerns. It was agreed that further discussion would be required at the next global meeting once there had been time to monitor whether there were any noticeable impacts of the restructuring.

DAY TWO

PRESENTATION SLIDES DAY TWO

The presentations are available on the dedicated GLM Rome website [here](#).

PARTNER PERSPECTIVES ON PREPAREDNESS ACTIVITIES

PRESENTED BY MARTIN KEITSCH (LOGISTICS CLUSTER) AND COMMANDANT ARITIANA FALY (BUREAU NATIONAL DE GESTION DES RISQUES, MADAGASCAR)

The session began with a brief overview of the current status of the Logistics Cluster Preparedness Project, delivered by project focal point, Martin Keitsch. He discussed the programmatic framework, gave a brief demonstration of the preparedness platform and provided a summary of the current project countries, as well as those rolling out in 2019. He also acknowledged the support of the German Federal Foreign Office and USAID in making the project possible. Martin then handed over to Commandant Faly to discuss how the project was rolled out in Madagascar.

Commandant Faly began by giving an overview of the risk profile of Madagascar, before moving to the strengths of how disaster management is undertaken in-country. He provided an overview of the disaster risk management mechanism and then outlined the main challenges faced by the country such as access constraints, ageing infrastructure, and a lack of last-mile transportation. Commandant Faly then outlined some of the main achievements of the preparedness project in-country, such as greater coordination and training, better support of emergency operations, pre-positioning of relief assets, and the development of both national and regional logistics working groups. He also highlighted the update to the Madagascar LCA, with training undertaken to increase understanding within government as to how to update this correctly. As a representative of a country who has been engaged in the project, he shared recommendations on how to best utilise the experience, including greater information sharing between project countries, supporting the establishment of logistics hubs, improving infrastructure and investing in supply chain resilience and better information management.

OPERATIONAL UPDATE PANEL

PRESENTED BY STEPHEN CAHILL (LOGISTICS CLUSTER), LUCIEN JAGGI (UN OCHA), SUSAN HODGSON (SAVE THE CHILDREN) AND RACHEL STROLY (CARE INTERNATIONAL)

The panellists were asked to respond to the following three statements:

- *“The new landscape indicates that more governments of states affected by humanitarian emergencies will be inclined to resist external interventions and instead prefer more localised approaches.”*
- *“Delivering assistance to affected populations is increasingly becoming multi-sectoral, involving NGOs, governments, small local businesses, and large multinational corporations before, during, and after a crisis.”*

- *“The emergence and empowerment of new humanitarian actors such as private companies and local NGOs means that alliances will need to become more inclusive as traditional and new humanitarian actors find ways to work together.”*

For the Logistics Cluster, Stephen stated that he sees no difference, operational or funding-wise whether an operation is an officially activated cluster or sector or if it's supporting a government-led response. He stated that responses should be government-led in line with the focus on localisation and National Disaster Management Office (NDMO) capacity building and that the cluster, as a representative of the humanitarian community, should help governments to respond better.

The recent response in Indonesia was discussed, given the strong government control of the response and the preference for local actors and limited international intervention. Although strong government leadership in disasters is encouraged, humanitarians still must follow the humanitarian imperative to ensure that all needs are met. Government-led responses can also have an added layer of complexity when different government entities have opposing priorities for response. Local markets, both commercial and labour, are also key to an efficient and effective response, especially in terms of availability of items, potential staff and sustainability of the response. Organisations should also be more considerate of fostering relationships with government ahead of the need to respond so that there is a foundation to build on should an emergency occur. Participants discussed the need for more investment in country offices to allow for real capacity building and local relationship development, rather than just acting as a satellite of HQ.

In relation to the second statement, participants and panellists agreed that there is a strong need to work with the local private sector. The Logistics Cluster continues to work with small local businesses and the private sector during response times, but there are further opportunities for closer collaboration especially considering the benefits of their local knowledge and expertise. Building these relationships can also encourage local businesses to remain operational in times of crisis and encourage a greater understanding of humanitarian response mechanisms.

It was highlighted that preparedness activities offer significant opportunities to engage more with the local private sector. The Logistics Cluster maintains a key strategic role in this including within the activities of the preparedness project and will continue to circulate resources amongst partners. Partners are also encouraged to share best practices with each other and with the Global Logistics Cluster. In addition to building relationships with the local private sector in line with the Logistics Cluster strategy, more work should be done on localisation, including engagement with local partners where connections can be made and local knowledge can be harnessed.

Stephen acknowledged that as humanitarians, while we may want to respond and there is a humanitarian imperative to help, sovereignty needs to be respected and that there needs to be a balance between the two.

STRATEGY IMPLEMENTATION PLAN PRESENTATION

PRESENTED BY MICHAEL GOODHAND (BRITISH RED CROSS) AND AMELIE ZU EULENBERG (KPMG) ON BEHALF OF STRATEGY IMPLEMENTATION PLAN WORKING GROUP

A background on the strategy was given, including the decision to create a Strategy Implementation Plan Working Group at the previous global meeting that took place in Washington DC in Spring 2018. KPMG provided a brief explanation of the framework and mechanism which is being used as the base for developing the plan. Progress of the working group and expected outcomes of the break out groups were presented.

STRATEGY IMPLEMENTATION PLAN DISCUSSION

Participants were divided into working groups to discuss the three outcomes of goal three (Operations) of the strategy – Information Management, Operational Capacity, and Global Coordination - to formulate a list of activities to meet these outcomes.

STRATEGY IMPLEMENTATION PLAN NEXT STEPS

During this session, the break out groups presented the results of their work. The results of this work will feed into the Strategy Implementation plans ongoing work, which will be presented at the next Global Meeting.

SAG VOTE/ WRAP UP/ CLOSING REMARKS

PRESENTED BY STEPHEN CAHILL AND BRUNO VANDEMEULEBROECKE (LOGISTICS CLUSTER)

The vote for the SAG vacancies took place with four candidates running for the two vacant positions. The successful candidates were Susan Hodgson (Save the Children) and Fabrice Perrot (Solidarités International).

Stephen and Bruno thanked the attendees for their participation and highlighted the reverse logistics session as particularly successful and engaging. They also thanked the two representatives from local NGOs and one representative from an NDMO who attended the meeting. In line with the push for localisation they spoke of their desire to continue the engagement and collaboration with local partners through this forum.

Partners were encouraged to engage with drafting of the strategy implementation plan to ensure that it is a reflection of all partners.

The recent success of securing funding for training, preparedness, and developing local partnerships was discussed. As a result, there will be an increase in the number of trainings including Logistics

Response Trainings (LRT), and further development of the online training platform. Participants were advised that the next meeting is tentatively planned for the end of March/early April.

The meeting was then closed.

ATTENDANCE LIST

NAME	ORGANISATION
Alvaro Villanueva	Action Against Hunger
Liz Bloomfield	Airlink
Adam Bailey	American Refugee Committee
Wolf Lampe	BLG Logistics Group AG & Co. KG
Saidur Rahman	BRAC Bangladesh
Mike Goodhand	British Red Cross
Rachel Stroly	CARE
Martin Dalton	Concern Worldwide
Jalal Shah	Emergency Telecommunications Cluster
Jason Connolly	DFID
Christian Gronnerod	DRC
Paul Jansen	Fleet Forum
Emma Fitzpatrick	Global Health Cluster
Miguel Urquia	Global Shelter Cluster
Caroline Emerson	GOAL
Dr Gyöngyi Kovacs	Hanken School of Economics
Sean Rafter	HELP Logistics (Kuehne Foundation)
Maxence Giraud	Humanity & Inclusion
Aziz Ahmad Hafiz	Humanity First
George Fenton	Humanitarian Logistics Association
Christophe Hambye	ICRC
Mathieu Grenade	IFRC
Thierry Balloy	IFRC
Sebastian Cazenave	IMC
Takuya Ono	IOM
Amelie Zu Eulenberg	KPMG
Steffi Gentner	KPMG
Umer Khan	Lutheran World Relief
Cmdt. Aritiana Faly	Madagascar BNGRC
John Woodberry	MAF
Cecile Terraz	Medair
Anthony Lecossois	Mercy Hands
Mohammed Ali Fadhil Al Jumaili	Mercy Hands for Humanitarian Aid
Lucien Jaggi	OCHA
Martijn Blansjaar	OXFAM
Sue Hodgson	Save the Children International
Rudolf Ott	SDC
Sarah-Jane More	ShelterBox
Fabrice Perrot	Solidarités International

Marie Houel	Solidarités International
Lisha Reece-Smith	Tearfund
Norredine Zenati	Terres des Hommes
Theo Lingens	THW
Martin Guard	UNEP
Lars Sommerlund	UNHCR
Peta Barns	UNICEF
Robert Demeranville	USAID
David Jakob	Welthungerhilfe
Amer Daoudi (session input)	WFP
Georgina Stickels (session input)	WFP
Jakob Kern	WFP
Paul Molinaro	WHO
Michael Grant	World Vision
Fiona Lithgow	Logistics Cluster South Sudan
Alicia Stafford	Global Logistics Cluster
Andre Hermann	Global Logistics Cluster
Anna Pasolini	Global Logistics Cluster
Bruno Vandemeulebroecke	Global Logistics Cluster
Chiara Argenti	Global Logistics Cluster
Jemma Pietrus	Global Logistics Cluster
Julien Marchiex	Global Logistics Cluster
Lionel Schenal	Global Logistics Cluster
Lucy Styles	Global Logistics Cluster
Mark Warne-Smith	Global Logistics Cluster
Patrizia Boschini	Global Logistics Cluster
Roberto DeAngelis	Global Logistics Cluster
Sarah Olsen	Global Logistics Cluster
Stephen Cahill	Global Logistics Cluster
Susan Pokharel	Global Logistics Cluster
Yuliya Petrova	Global Logistics Cluster
John Sibi Okumu	Facilitator