LOGISTICS CLUSTER STRATEGY IMPLEMENTATION PLAN

FINAL DRAFT FOR THE GLOBAL MEETING

1

SUPPORT TO EMERGENCY PREPAREDNESS

The global humanitarian logistics community supports the strengthening of emergency preparedness and response structures and capacities as needed for in-country actors to effectively conduct locally-led, cluster approach-based humanitarian logistics responses during emergencies in at-risk countries.

OUTCOME

1.1. In-country actors have access to relevant global humanitarian logistics knowledge to strengthen the skills and expertise needed to identify and address logistics gaps and risks for a predictable, collaborative humanitarian response in emergencies.

OUTPUT

1.1.1. Relevant logistics knowledge is accessible and provided to in-country actors as needed to strengthen local expertise and skills to prepare for a collaborative humanitarian logistics response in emergencies.

ACTIVITIES

1.1.1.1. Provide support to actors raising awareness among in-country emergency preparedness and response stakeholders including National Disaster Management Agencies (NDMAs), government entities, humanitarian actors, private sector and academia as relevant, on the availability and accessibility of logistics knowledge needed to identify and address logistics gaps and risks for a predictable, collaborative response in emergencies. *(Logistics Cluster stakeholders who sign up)*

1.1.1.2. Provide support to actors in selected at-risk countries (based on prioritisation through a consultative process) with the identification of logistics knowledge gaps during the logistics preparedness planning process. *(Logistics Cluster stakeholders who sign up)*

1.1.1.3. Facilitate access to existing guidance documents and best practices to help address identified gaps. *(Global Logistics Cluster Support Team in collaboration with Logistics Cluster stakeholders who sign up)*

1.1.1.4. Provide support to in-country actors to assess logistics training needs to enable joint logistics preparedness planning in selected at-risk countries *(Logistics Cluster community members who sign up in collaboration with the Global Logistics Cluster Support Team)*

1.1.1.5. Provide support to coordinated in country training activities in selected at-risk countries (including simulation-based exercises), aiming to enhance understanding of logistics in a joint humanitarian emergency response and building long-term capacity to continuously identify gaps and needs. *(Global Logistics Cluster Support Team in collaboration with Logistics Cluster community members who sign up)*

1.1.1.6. Provide advice and training to country-level entities leading emergency responses to enable management of the joint logistics preparedness coordination process. *(Global Logistics Cluster Support Team Lead in collaboration with Logistics Cluster community members who sign up)*

OUTCOME

1.2. Relevant logistics knowledge of the global humanitarian community is accessible, and support is provided to humanitarian stakeholders at country and regional level to enable the strengthening of systemic and institutional structures and mechanisms for a predictable, collaborative humanitarian logistics response to emergencies.

OUTPUT

1.2.1. Relevant actors in at-risk countries have received the support needed to establish a multi-stakeholder coordination network, consisting of key preparedness and response actors, at country and/or regional level to facilitate logistics preparedness planning and discussion.

ACTIVITIES

1.2.1.1. Where such a mechanism does not already exist, provide support, upon request by in-country actors, to the process of establishing a locally-led, multi-stakeholder humanitarian logistics coordination mechanism in selected at- risk countries, comprised of representatives from across the responding community such as government, humanitarian organisations, private sector, etc. (*Global Logistics Cluster Support Team or Logistics Cluster stakeholders who sign up per country*)

1.2.1.2. Provide support upon request to existing multi-stakeholder humanitarian logistics coordination mechanisms at regional level, as relevant based on country-level needs. *(Logistics Cluster preparedness lead per country with Logistics Cluster stakeholders who sign up)*

OUTPUT

1.2.2. Key logistics challenges have been identified and action plans that includes defined key stakeholder roles and timeframes in selected at-risk countries have been developed and presented for endorsement.

ACTIVITIES

1.2.2.1. Relevant stakeholders encourage country level branches and other actors to advocate for addressing identified common logistics gaps. *(Logistics Cluster stakeholders who sign up)*

1.2.2.2. Provide support to in-country actors to enable building sustainable technical training capacity which addresses identified priority logistics gaps in selected at-risk countries. *(Global Logistics Cluster Support Team and Logistics Cluster stakeholders who sign up)*

OUTCOME

1.3. Global tools and knowhow for information sharing and management are available, and support is provided to national stakeholders to use or to adopt and localise in order to enable well-informed decision making to prepare for collaborative humanitarian logistics response to emergencies.

OUTPUT

1.3.1. Logistics Cluster stakeholders at global and country levels are able to contribute to, engage in and support joint information, communication and advocacy efforts for joint logistics preparedness activities.

ACTIVITIES

1.3.1.1. Develop, update and manage the content of Logistics Cluster Preparedness webpages based on regular, partner-driven reviews. *(Global Logistics Cluster Support Team)*

1.3.1.2. Actively engage global, regional and country-level stakeholders to enable joint messaging via preparedness communication initiatives carried out across Logistics Cluster social media, blog posts and newsletters. *(Global Logistics Cluster Support Team Lead and Logistics Cluster community members who sign up)*

OUTPUT

1.3.2. Through dedicated mechanisms and tools, a comprehensive overview of information in relation to humanitarian logistics preparedness activities and capacities at global level and within targeted countries is available to Logistics Cluster stakeholders.

ACTIVITIES

1.3.2.1. Map existing logistics preparedness initiatives at global and regional levels, as well as within selected at-risk countries to ensure activity alignment as relevant and harmonisation across the Logistics Cluster community. *(Global Logistics Cluster Support Team in collaboration with Logistics Cluster stakeholders who sign up)*

1.3.2.2. Provide support to in country initiatives to the establishment and implementation of localised data exchange mechanisms (where this does not already exist) to ensure that relevant and timely information is captured, maintained and shared. *(Global Logistics Cluster Support Team in collaboration with Logistics Cluster stakeholders who sign up)*

1.3.2.3. Conduct and update the Logistics Capacity Assessment (LCA) for at-risk countries to enable access to relevant information needed for the planning of logistics operations. *(WFP Lead, LET and other Logistics Cluster stakeholders who sign up)*

1.3.2.4. Review and publish LCAs and LCA updates. *(Global Logistics Cluster Support Team)*

1.3.2.5. Review, develop, and implement LCA sharing methodology and tools *(Global Logistics Cluster Support Team in consultation with WFP and Logistics Cluster stakeholders who sign up)*

1.3.2.6. Develop a preparedness and response platform, which will allow access to relevant and analysed logistics information, ready for use for logistics planning and simulation *(Global Logistics Cluster Support Team and WFP)*

1.3.2.7. Develop and maintain relevant tools such as the Logistics Operational Guide (LOG) to enable information sharing and logistics planning informed by best practices and guidance from relevant stakeholders. *(Global Logistics Cluster Support Team)*

1.3.2.8. Develop and maintain a Logistics Cluster Preparedness Guide enabling a common methodology for logistics preparedness globally. *(Global Logistics Cluster Support Team in consultation with Logistics Cluster community members who sign up)*

1.3.2.9. Update and publish templates for Minimum Preparedness Actions (MPAs) and Advances Preparedness Actions (APAs) regularly on the Logistics Cluster Preparedness webpage. *(Global Logistics Cluster Support Team)*

1.3.2.10. Link Logistics Cluster website to key country level information websites on logistics preparedness. *(Global Logistics Cluster Support Team)*

OUTPUT

1.3.3. Country level information sharing platforms are established and known to stakeholders preparing for humanitarian logistics response in emergencies.

ACTIVITIES

1.3.3.1. Provide support for advocacy initiatives aiming to establish/reinforce country-level information sharing mechanisms for ongoing logistics preparedness initiatives as relevant in accordance with needs and gaps identified during the mapping of information management functions in targeted, at-risk countries. *(Global Logistics Cluster Support Team Lead in collaboration with Logistics Cluster stakeholders who sign up)*

1.3.3.2. Provide support, as relevant, to establish country-level information sharing tools for joint logistics preparedness planning. *(Global Logistics Cluster Support Team Lead in collaboration with Logistics Cluster stakeholders who sign up)*

1.3.3.3. Utilise the Logistics Cluster webpage to provide initial interim support as a central information repository for in-country logistics preparedness documents and activities, pending the establishment of country-level information sharing tools (or the end of the Logistics Cluster-led preparedness project). In the transition phase, the website will also support awareness-raising efforts of the newly established in-country platform. *(Global Logistics Cluster Support Team)*

1.3.3.4. Where applicable, provide the necessary tools to facilitate information sharing in-country (an example could be the Logistics Cluster Humanitarian Logistics Gateway if needed in a local adaptation). *(Global Logistics Cluster Support Team and Logistics Cluster stakeholders who sign up)*

OUTPUT

1.3.4. Training and advisory support is provided to strengthen in-country expertise and skills to manage, analyse and share relevant logistics preparedness information.

ACTIVITIES

1.3.4.1. Provide information management advisory support and training to country-level entities leading joint logistics preparedness efforts, as well as other relevant stakeholders, to strengthen in-country expertise and skills in outreach, partner engagement activities and the presentation, analysis and sharing of logistics information. *(Global Logistics Cluster Support Team and Logistics Cluster stakeholders who sign up)*

2

NETWORK AND MOBILISE COLLECTIVE STRENGTHS

The humanitarian logistics community is able to collectively identify priority concerns and successfully advocate for their resolution, and to draw on network capacities to enable reliable and predictable joint logistics preparedness and response activities.

OUTCOME

2.1. Logistics Cluster stakeholders (at global and country levels) understand roles and responsibilities within the Logistics Cluster as well as the cluster approach as relevant.

OUTPUT

2.1.1. Material has been developed to clarify Logistics Cluster stakeholder roles and responsibilities (at global and country levels) and to raise awareness of the Logistics Cluster and the cluster approach as relevant.

ACTIVITIES

2.1.1.1. Develop guidance material including a Responsible, Accountable, Consulted and Informed (RACI) matrix as appropriate, for preparedness and response roles of Logistics Cluster stakeholders. *(Global Logistics Cluster Support Team in collaboration with Logistics Cluster community members who sign up)*

2.1.1.2. Develop case studies documenting the importance of information management for operational effectiveness (e.g. identifying typical operational information gaps and showing the difference that addressing them can make for successful operations). *(Logistics Cluster stakeholders who sign up in collaboration with Global Logistics Cluster Support Team)*

2.1.1.3. Create, maintain and update standard awareness raising materials on the Logistics Cluster and its roles and responsibilities. *(Global Logistics Cluster Support Team Lead)*

OUTPUT

2.1.2. Relevant personnel of Logistics Cluster stakeholders have been trained on the Logistics Cluster and stakeholder roles and responsibilities.

ACTIVITIES

2.1.2.1. Incorporate the Logistics Cluster online induction training in mandatory organisational training curricula for relevant personnel (to be determined by organisation in questions). *(Logistics Cluster stakeholders who sign up)*

2.1.2.2. Develop and implement a plan of action for awareness raising about the Logistics Cluster for relevant personnel, including those at senior management level, within own organisation (e.g. based on courses available from the Logistics Cluster). *(Logistics Cluster stakeholders who sign up in collaboration with Global Logistics Cluster Support Team)*

OUTPUT

2.1.3. Material clarifying cluster activation procedures as it relates to the Logistics Cluster has been made

available to stakeholders.

2.1.3.1. Clarify Inter-Agency Standing Committee (IASC) guidance for cluster activation as it relates to the Logistics Cluster in a relevant format. *(Global Logistics Cluster Support Team)*

2.1.3.2. Share information on implications of IASC guidance for Logistics Cluster stakeholders. *(Global Logistics Cluster Support Team)*

2.1.3.3. Develop and/or share awareness material on cluster activation procedures with Logistics Cluster stakeholders. *(Global Logistics Cluster Support Team)*

OUTCOME

2.2. The Logistics Cluster Community is able to stay informed of IASC and its subsidiary bodies' agendas and initiatives and engage in stakeholder dialogue on priority issues of the humanitarian community.

OUTPUT

2.2.1. Relevant concerns of the Logistics Cluster Community are represented at Inter-Cluster level and in appropriate IASC fora.

ACTIVITIES

2.2.1.1. Regular engagement with the IASC and its subsidiary bodies. *(Global Logistics Cluster Support Team Lead or designated Logistics Cluster community members)*

2.2.1.2. Participate and contribute to inter-agency information management and exchange fora. *(Global Logistics Cluster Support Team)*

OUTCOME

2.3. Logistics Cluster stakeholders are able to stay informed of Logistics Cluster activities and trends, and to engage in joint dialogue on operational priorities and on the direction of the Logistics Cluster.

OUTPUT

2.3.1. Existing platforms for global coordination, joint dialogue and decision-making on priorities and the direction of the Logistics Cluster are maintained.

ACTIVITIES

2.3.1.1. Organise and participate in Global Logistics Cluster meetings (GLM) for operational humanitarian logistics practitioners twice a year. *(Global Logistics Cluster Support Team, Logistics Cluster community members who sign up and Logistics Cluster stakeholders invited as appropriate)*

2.3.1.2. Conduct regular Strategic Advisory Group (SAG) consultations and exchanges *(SAG and Global Logistics Cluster Support Team)*

2.3.1.3. Establish Working Groups as relevant to address priority issues and activities. *(Global Logistics Cluster Support Team and Logistics Cluster community members who sign up)*

2.3.1.4. Develop specific Working Group terms of reference and action plans. *(Working Group Lead and SAG)*

2.3.1.5. Provide secretariat support to the GLM, SAG as needed to enable reporting on work. *(Global Logistics Cluster Support Team or Logistics Cluster community members who sign up)*

2.3.1.6. Provide secretariat support to Working Groups as needed to enable reporting on work. *(Designated Logistics Cluster community members signing up to Working Groups)*

OUTPUT

2.3.2. Information related to and relevant for Logistics Cluster activities is captured, analysed and disseminated to humanitarian stakeholders.

ACTIVITIES

2.3.2.1. Manage the development and maintenance of the Logistics Cluster Website based on regular needs-based reviews. *(Global Logistics Cluster Support Team)*

2.3.2.2. Maintain and update Logistics Cluster social media channels based on regular reviews of Logistics Cluster activities and needs, user feedback and global trends in humanitarian logistics. *(Global Logistics Cluster Support Team)*

2.3.2.3. Maintain global and operations-related mailing lists. *(Global Logistics Cluster Support Team)*

2.3.2.4. Issue a bi-monthly newsletter. *(Global Logistics Cluster Support Team Lead)*

OUTCOME

2.4. The role and strategic importance of logistics for the successful preparation and implementation of a humanitarian response to emergencies is acknowledged across the humanitarian system.

OUTPUT

2.4.1. A plan of action for awareness raising on the role and strategic importance of logistics for the successful preparation and implementation of a humanitarian response to emergencies has been developed and implemented.

ACTIVITIES

2.4.1.1. Develop a plan of action to raise awareness on the role and strategic importance of logistics for the successful preparation and implementation of a humanitarian response to emergencies amongst relevant global and country level stakeholders for humanitarian response, as appropriate (including strategic management level). *(Logistics Cluster community members who sign up in collaboration with the Global Logistics Cluster Support Team)*

2.4.1.2. Sign up for and execute responsibilities to implement activities listed in the plan referred to in 2.4.1.1. *(Logistics Cluster stakeholders who sign up)*

OUTPUT

2.4.2. Awareness raising material on importance of humanitarian logistics preparedness and response has been developed.

2.4.2.1. Develop and update (as relevant) an awareness raising package of material documenting the role and highlighting evidence of the importance of logistics in emergency preparedness and response, including an easily accessible central repository for advocacy resources and research documentation. *(Logistics Cluster community members who sign up in collaboration with the Global Logistics Cluster Support Team)*

2.4.2.2. Study, conduct review, and/or collect evidence of the role and strategic importance of humanitarian logistics preparedness and response in emergencies to improve understanding and raise awareness. *(Logistics Cluster stakeholders including academia who sign up in collaboration with the Global Logistics Cluster Support Team)*

OUTCOME

2.5. Priority issues for cluster approach-based humanitarian logistics are raised and addressed in appropriate fora and resources (knowledge, expertise, network, assets) needed for logistics preparedness and response activities are mobilised.

OUTPUT

2.5.1. Existing strategic partnerships and networks have been maintained to access relevant knowledge, expertise, network and assets outside the humanitarian community.

2.5.1.1. Review funding options to develop and maintain partnerships. *(Global Logistics Cluster Support Team)*

2.5.1.2. Maintain existing partnership with private sector actors including face-to-face meetings and conference calls, and joint communication activities. *(Global Logistics Cluster Support Team in collaboration with private sector partners)*

2.5.1.3. Maintain engagement with academia through participation in consultations for research and through providing a forum to mutually share and discuss knowledge and information to inform the development of best practices. *(Global Logistics Cluster Support Team Lead and Logistics Cluster community members who sign up in collaboration with academic stakeholders)*

2.5.1.4. Conduct analysis across operations of the challenges and practices for linking up with local humanitarian networks/actors. *(Global Logistics Cluster Support Team Lead and Logistics Cluster stakeholders who sign up)*

OUTPUT

2.5.2. Partnerships and networks have been developed to address prioritised needs.

2.5.2.1. Produce high level map of actors from all sectors who may be able to support with relevant resources in case of need, including through the expansion and/or deepening of existing partnerships and through linking to potential country level networks. *(Global Logistics Cluster Support Team Lead in collaboration with Logistics Cluster Stakeholders who sign up)*

2.5.2.2. Review potential advantages of inclusion of new types of partners (e.g. foundations, corporate social responsibility initiatives, civil society groups with logistics purpose (e.g. unions, chambers of commerce). *(Global Logistics Cluster Support Team Lead in collaboration with Logistics Cluster Stakeholders who sign up)*

2.5.2.3. Prioritise potential partnerships and networks for development based on needs, including Global Logistics Cluster links to country-level networks and partnerships. *(Global Logistics Cluster SupportTeam in collaboration with the SAG)*

2.5.2.4. Develop partnerships and networks in accordance with needs-based priorities. *(Global Logistics Cluster Support Team Lead in collaboration with Logistics Cluster Stakeholders who sign up)*

OUTPUT

2.5.3. A mechanism and related procedures have been developed to enable the mobilisation of global advocacy support for solutions to priority issues for humanitarian logistics.

ACTIVITIES

2.5.3.1. Develop and/or clarify Logistics Cluster mechanisms/procedures to enable the mobilisation of global advocacy support for solutions to priority issues for humanitarian logistics. *(Global Logistics Cluster Support Team)*

2.5.3.2. Communicate procedures for Logistics Cluster stakeholders to request advocacy support for priority issues, including for country-level issues where local advocacy efforts or options have been exhausted. *(Global Logistics Cluster Support Team)*

2.5.3.3. Develop and set up a procedure/system to coordinate and monitor ongoing joint advocacy efforts and enable the closure of issues. *(Global Logistics Cluster Support Team)*

2.5.3.4. Develop messages and guidance material as needed for advocacy at global and country levels. *(Global Logistics Cluster Support Team and Logistics Cluster community members who sign up)*

OUTPUT

2.5.4. A mechanism has been developed to facilitate the mobilisation of resources (knowledge, expertise, network, assets) to address priority issues for humanitarian logistics in cases where local options have been exhausted/are inefficient.

ACTIVITIES

2.5.4.1. Develop and/or clarify Logistics Cluster mechanisms/procedures to facilitate the mobilisation of resources (knowledge, expertise, network and assets) to address priority issues for humanitarian logistics in cases where local options have been exhausted/are inefficient. *(Global Logistics Cluster Support Team)*

2.5.4.2. Communicate procedures for country-level Logistics Clusters/Sectors to request support for the mobilisation of resources to address priority issues for humanitarian logistics in cases where local options have been exhausted/are inefficient. *(Global Logistics Cluster Support Team)*

2.5.4.3. Develop and set up a procedure/system to coordinate and monitor ongoing efforts to support the mobilisation of resources and enable the closure of issues. *(Global Logistics Cluster SupportTeam)*

3

SUPPORT TO EMERGENCY RESPONSE

Where the cluster approach is invoked to support an emergency response, in-country Logistics Clusters/Sectors receive effective support from the Logistics Cluster on a global level, as needed to reliably address those common logistics gaps that limit the ability of humanitarian actors to deliver items for humanitarian relief in a timely and effective manner.

OUTCOME

3.1.The humanitarian community's logistics knowledge and expertise serving to implement the cluster approach is accessible through operational support to strengthen country level emergency response capacity and skills as needed to reliably address those common logistics gaps that limit the ability of humanitarian actors to deliver items for humanitarian relief in a timely and effective manner.

OUTPUT

3.1.1. Advisory support is provided to the responsible Logistics Cluster/Sector during and ahead of the activation, response and deactivation phases of an emergency according to needs.

ACTIVITIES

3.1.1.1. Provide advisory support to operations, including ad hoc advisory support and review of planning and technical operations-related documents and information management material, with a focus on quality and reliability of outputs and standardisation across Logistics Cluster/Sector operations. *(Global Logistics Cluster Support Team)*

3.1.1.2. Inform country level Logistics Clusters/Sectors of the types of l Logistics Cluster support available such as mailing lists, operational webpages, trainings, and consultations. *(Global Logistics Cluster Support Team)*

3.1.1.3. Connect country-level operations with networks/parties who can support with subject-specific expertise and knowledge as needed. *(Global Logistics Cluster Support Team)*

3.1.1.4. Assess country level needs and the relevance of support available on a regular basis through surveys and interviews with key country level stakeholders to identify areas for improvement and further development. *(Global Logistics Cluster Support Team)*

3.1.1.5. Identify, design, develop, and make relevant trainings available to address country level common logistics capacity gaps that limit the ability of humanitarian actors to deliver items for humanitarian relief in a timely and effective manner. *(Global Logistics Cluster Support Team in collaboration with Logistics Cluster community members who sign up)*

3.1.1.6. Identify, design, develop, and make relevant trainings available to ensure the professional management of Logistics Cluster/Sector operations. *(Global Logistics Cluster Support Team in collaboration with Logistics Cluster community members who sign up)*

OUTCOME

3.2. A response capacity from the humanitarian logistics community is available to complement country level emergency response capacity as needed to implement the cluster approach to reliably address those common logistics gaps that limit the ability of humanitarian actors to deliver items for humanitarian relief efforts in a timely and effective manner.

OUTPUT

3.2.1. A sustainable response capacity is available where needed (including on a no-regrets basis) to support cluster/sector operations during and ahead of the activation, response and deactivation phases of an emergency in the absence of available capacity on the ground.

ACTIVITIES

3.2.1.1. Systematically deploy experts (from the Global Logistics Cluster Support Team and other stakeholders) on a no-regrets basis as required, to participate in assessments falling under the scope of the Logistics Cluster, in the absence of available capacity on the ground. *(Global Logistics Cluster Support Team in collaboration with Logistics Cluster community members who sign up)*

3.2.1.2. Develop a standardised competency framework for the Logistics Cluster's operations most commonly required response capacity positions. *(Global Logistics Cluster Support Team Lead in collaboration with Logistics Cluster community members who sign up)*

3.2.1.3. Design, develop, and continuously align trainings to ensure a standardised response capacity. *(Global Logistics Cluster Support Team Lead in collaboration with Logistics Cluster stakeholders who sign up)*

3.2.1.4. Identify and train relevant experts based on a standardised competency framework to ensure the availability of qualified response capacity. *(Global Logistics Cluster Support Team Lead in collaboration with Logistics Cluster stakeholders who sign up)*

3.2.1.5. Examine the possibility of establishing a roster mechanism to make trained experts available, and test and update mechanism on a regular basis. *(Global Logistics Cluster Support Team in collaboration with Logistics Cluster community members who sign up)*

3.2.1.6. Develop Memorandums of Understanding or similar as needed to enable the timely deployment of response capacity as needed, following agreed principles for request. *(Global Logistics Cluster Support Team in collaboration with Logistics Cluster community members who sign up)*

3.2.1.7. Enhance the sustainability of training efforts by embedding training competencies and ownership of the Logistics Cluster through Training of Trainers, enabling Logistics Cluster stakeholders to deliver standardised Logistics Cluster trainings. *(Global Logistics Cluster Support Team in collaboration with Logistics Cluster community members who sign up)*

OUTCOME

3.3. Common mechanisms, procedures, platforms, and tools to implement the cluster approach are available from the Logistics Cluster on a global level to enable country-level Logistics Clusters/Sectors to reliably address those common logistics gaps that limit the ability of humanitarian actors to deliver items for humanitarian relief in a timely and effective manner.

OUTPUT

3.3.1. Standardised platforms and tools are developed and maintained.

ACTIVITIES

3.3.1.1. On a regular basis, identify and address needs for the update/development of existing tools. (e.g. Logistics Cluster website, RITA, Logistics Operational Guide) *(Global Logistics Cluster Support Team)*

3.3.1.2. Maintain and develop information management guidelines and templates. *(Global Logistics Cluster Support Team)*

3.3.1.3. Review and continuously update data collection methodologies and tools for Logistics Cluster activities. *(Global Logistics Cluster Support Team)*

3.3.1.4. Regularly assess if there are specific requirements for training/adaptation of WFP back office tools supporting cluster activities. (Finance, Admin, HR support, Mapping/ ARC GIS) *(Global Logistics Cluster Support Team)*

OUTPUT

3.3.2. Operational gaps and needs are identified and used to inform the development of Logistics Cluster/Sector strategies (covering activation, operational response including Concept of Operations and deactivation) for the response as required following the onset of emergency.

ACTIVITIES

3.3.2.1. Regularly review operational response procedures to support operations and identify gaps/needs for improvement including strengthening the methodology for a comprehensive gaps' and needs analysis. *(Global Logistics Cluster Support Team)*

3.3.2.2. Develop/update operational response procedures and explicit guidance for these (e.g. a Cluster Coordinator handbook). *(Global Logistics Cluster Support Team)*

3.3.2.3. Develop guidance on how to produce a country-level Logistics Cluster strategy. *(Global Logistics Cluster Support Team)*

3.3.2.4. Develop/update procedures for operational monitoring and reporting. *(Global Logistics Cluster Support Team)*

OUTPUT

3.3.3. Standards for management and implementation of common logistics services under a Country Cluster Concept of Operations are agreed upon.

ACTIVITIES

3.3.3.1. Review, agree on and maintain a portfolio of standard services for common service provision. (Logistics Cluster community members who sign up also as Lead and in collaboration with the *Global Logistics Cluster Support Team)*

3.3.3.2. Develop/endorse standard agreement proposal for potential common service providers. *(Logistics Cluster community members who sign up and in collaboration with the Global Logistics Cluster Support Team)*

3.3.3.3. Develop/endorse standard methods for common service provision. *(Logistics Cluster community members who sign up also as Lead and in collaboration with the Global Logistics Cluster Support Team)*

OUTPUT

3.3.4. Logistics Cluster guidance for best practices and/or sources of information on how to mainstream cross-cutting issues into common Logistics Cluster/Sector operations have been developed.

3.3.4.1. Engage with existing forums, networks and actors with developed best practices on cross-cutting issues relevant to Logistics Cluster operations. *(Global Logistics Cluster Support Team Lead in collaboration with Logistics Cluster stakeholders who sign up)*

3.3.4.2. Develop Logistics Cluster guidance for best practices and/or sources of information on how to mainstream cross-cutting issues into Logistics Cluster/Sector operations. *(Global Logistics Cluster Support Team Lead in collaboration with Logistics Cluster community members who sign up)*

4

LEARN AND DRIVE BEST PRACTICES

Cluster approach-based humanitarian logistics activities remain relevant and effective
in a changing context.

OUTCOME

4.1. Cluster approach-based activities stay relevant and effective through inter-agency/organisational learning exercises, monitoring, evaluation, and constructive feedback to relevant parties.

OUTPUT

4.1.1. Guidance and tools for the continuous monitoring of Logistics Cluster activities have been developed.

ACTIVITIES

4.1.1.1. Design, manage and analyse surveys to enable regular performance reviews of country and global level Logistics Cluster activities and needs. *(Global Logistics Cluster Support Team)*

4.1.1.2. Develop a toolkit of generic Key Performance Indicators for Logistics Cluster/Sector operational activities. *(Logistics Cluster Community Members in collaboration with the Global Logistics Cluster Support Team)*

4.1.1.3. Develop guidance for the monitoring of Logistics Cluster/Sector operations. *(Global Logistics Cluster Support Team)*

OUTPUT

4.1.2. Logistics Cluster learning needs are identified and prioritised.

ACTIVITIES

4.1.2.1. Update/develop methodology/process for identifying and prioritising learning needs to implement Logistics Cluster activities. *(Global Logistics Cluster Support Team Lead in collaboration with Logistics Cluster community members who sign up)*

4.1.2.2. Identify and prioritise Logistics Cluster learning needs based on developed methodology/process. *(Global Logistics Cluster Support Team in collaboration with Logistics Cluster community members who sign up)*

OUTPUT

4.1.3. Lessons Learned and other learning exercises are conducted in a transparent and participatory manner based on purpose-adapted methodologies, and findings and recommendations are publicly shared.

ACTIVITIES

4.1.3.1. Update/develop a plan and method for learning which is corresponding to prioritised learning needs and sharing of best practices. *(Global Cluster Support Team Lead in collaboration with Logistics Cluster community members who sign up)*

4.1.3.2. Implement plan to address learning needs and sharing of best practices in a transparent and participatory manner (e.g. conduct inter-agency and cross-sector learning exercises) and publicly share findings and recommendations. *(Global Logistics Cluster Support Team Lead in collaboration with Logistics Cluster stakeholders who sign up)*

4.1.3.3. Organise bi-annual (or otherwise agreed) global workshop (with global and country-level actors) and/or forum on preparedness to review lessons learned, review priorities and ensure harmonisation of activities. *(Global Logistics Cluster Support Team Lead in collaboration with Logistics Cluster stakeholders who sign up)*

OUTPUT

4.1.4. Implementation status of agreed action points from learning exercises is publicly reported on via the Logistics Cluster website.

ACTIVITIES

4.1.4.1. Follow each learning exercise with a management response outlining action points, parties responsible and timeframe for relevant and feasible recommendations. *(Global Logistics Cluster Support Team (in collaboration with Management of responsible parties) on global, regional or country level as appropriate)*

4.1.4.2. Responsible Logistics Cluster parties report on the implementation of action points from learning exercises at pre-determined intervals. *(Logistics Cluster stakeholders responsible for action points in collaboration with the Global Logistics Cluster Support Team)*

4.1.4.3. Make regular reporting on the implementation status of learning exercise action points publicly available, sorted by strategy area concerned. *(Global Logistics Cluster Support Team)*

OUTCOME

4.2. The quality of cluster-approach based humanitarian logistics preparedness and response activities are optimised through access to best practices and new knowledge.

OUTPUT

4.2.1. Best practices and new knowledge (including from other sectors such as academia, private sector, etc.) are collected and shared, enabling Logistics Cluster stakeholders to stay at the forefront of developments and trends in logistics.

ACTIVITIES

4.2.1.1. Develop a plan/procedure to capture and share new knowledge and best practices with Logistics Cluster stakeholders in a transparent and participatory manner. *(Global Logistics Cluster Support Team in collaboration with Logistics Cluster stakeholders who sign up)*