



LOGISTICS EMERGENCY TEAMS

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2016

SPRING/SUMMER EDITION



Meet the 2015 LET Graduating Class

Last year, UPS hosted the annual LET training, which focused on building capacity for disaster-prone countries in Latin America. The participants were 22 senior logistics employees from 11 different countries of the three member companies. These employees all had several years of prior experience in logistics, airfreight operations, freight forwarding, supply chain management, customs clearance, and warehouse distribution. The program lasted three days and was hosted in Miami, Florida.

The objective of this training was to acquaint participants with the humanitarian context, emergency mechanisms for disaster response operations, the Logistics Cluster, and the Cluster approach. This training helped them learn about different actors involved in humanitarian response operations and the challenges of logistics coordination after a natural disaster. The train-

ees also learned how to assist the Logistics Cluster in developing a concept of operations for disaster responses and how to address challenges and constraints that hamper effective aid delivery.

“Humanitarian logistics is about mobilization and movement of resources for disaster preparedness, disaster response, and disaster recovery.”

-Victor Manan Nyambala



LET Invited to the World Humanitarian Summit



After two years of worldwide consultations and the gathering of voices and input of 23,000 people in 153 countries, more than 9,000 participants convened in Istanbul for the first World Humanitarian Summit (WHS) to chart the future course of humanitarian action. In total, 173 Member States, 55 Heads of State and Governments, 350 private sector leaders, and thousands of high-level representatives from civil society and non-governmental organizations coalesced at the Summit.

WHS marked a major shift in how the international community prevents human suffering by preparing for and responding to crises. At the Summit, global and local leaders collectively committed to moving humanity forward by charting a course for change.

The Logistics Emergency Teams (LET) was invited to speak on a panel to share best practices centered on current partnerships that have proven effective in building strong, resilient communities and effectively responding to crises. Eduardo Martinez, president of The UPS Foundation, represented the LET on the panel titled "Improving Cross-Sector Responses to Humanitarian Crises." He shared the stage with similar partnerships including: the Disaster Resource Partnership (DRP) from the engineering and construction industry, the Crisis Connectivity Charter from the satellite industry, and the Humanitarian Connectivity Charter from mobile network operators.

This event leveraged the experience, perspectives, and lessons learned through these partnerships to explore how the private sector has joined industry, humanitarian, and cross-sector networks to increase the resilience and reduce the vulnerability of disaster-affected and at-risk populations. The Summit provided an opportunity for heads of state and governments, humanitarian leaders, and other participants to discuss how public-private partnerships between the private sector and the cluster system can be established, managed, and improved to enable the delivery of the agenda for humanity.

The LET was highlighted at the panel for joining the capacity and resources of the logistics industry with the expertise and experience of the humanitarian community to provide more effective and efficient disaster relief. The LET was the first partnership of its kind—formalizing

a multi-stakeholder cooperation between the private and public sectors, which was laid out as a model for others to replicate. It remains a successful public-private partnership initiated by the World Economic Forum and is endorsed by the humanitarian community as a demand-driven, efficient response team.

Each partnership that was highlighted had a small breakout where conference attendees were invited to continue the discussion or ask questions regarding the partnership. Frank Clary (Agility), Hans-Peter Teufers (UPS), and Eduardo Martinez (UPS) represented the LET and provided additional information to other sectors looking to start similar initiatives.

A new collaboration with Deloitte emerged during the planning period of this engagement. Deloitte is a group of dedicated professionals in independent firms throughout the world that collaborate to provide audit, consulting, financial advisory, risk management, tax, and related services to select clients. Deloitte has an interest in promoting and mobilizing additional partnerships based on the LET model and created the infographic located on pages 4 and 5 to help encourage other humanitarian partnerships. This graphic was given to participants at the World Humanitarian Summit. In addition, they have published other articles and blogs highlighting the work of the LET partnership:

1. [World Economic Forum blog](#): Written by Deloitte with Frank Clary (Agility) as co-author
2. [Deloitte blog](#) from [Chip Cottrell](#), Deloitte Global Lead Client Service Partner for the United Nations system
3. [Blog from Deloitte's Global Chairman](#), David Cruikshank about humanitarian issues and the private sector where he references the LET & the Forum.



Sharing the stage at WHS: Meet the other partners working together to make a humanitarian impact

Disaster Resource Partnership (DRP)

The main objective of the DRP is to establish ongoing collaboration between private industry, the public sector, and humanitarian organizations to use the strengths and capacities of the Engineering & Construction (E&C) community to respond to disasters. The DRP offers two levels of engagement: at the national level through its national networks in India, Indonesia, and Mexico and at the global level, via the DRP global secretariat to facilitate the deployment of technical experts after large-scale natural disasters.

Crisis Connectivity Charter

The Crisis Connectivity Charter is a set of commitments by the satellite community to enhance connectivity in times of crisis by facilitating communications between, to, from, and across all those responding to humanitarian emergencies, including affected communities. Established by the EMEA Satellite Operators Association (ESOA) and Global VSAT Forum, the Crisis Connectivity Charter is a direct outcome of a WHS Business Consultation hosted by the Government of Luxembourg and the Emergency Telecommunications Cluster (ETC) in June 2015.

Humanitarian Connectivity Charter

With mobile networks and the connectivity they provide being lifelines for people affected by disaster, the GSMA Humanitarian Connectivity Charter supports



Mobile Network Operators in improving preparedness and resilience to emergencies. The principles, objectives, and aspirational activities of the Humanitarian Connectivity Charter are supported by the Emergency Telecommunications Cluster (ETC), the UN Office for the Coordination of Humanitarian Affairs (UNOCHA), and the International Federation of the Red Cross and Red Crescent Societies.

Connecting Business Initiative

Connecting Business is a multi-stakeholder initiative that is supporting the creation and strengthening of private sector-led networks at the local, national, and regional levels among industry and thematic groups. It is also connecting those networks to each other and to other actors through a global portal and coordination

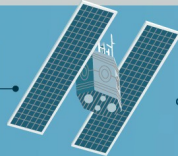
architecture to amplify and replicate effective models. The initiative is supporting the private sector's integration with disaster risk management systems through global partnerships and by incorporating industries into government and UN-led mechanisms at the national level. For example, members of the Philippine Disaster Resilience Foundation have formed private-sector clusters that are aligned and integrated with the government and United Nations disaster management mechanisms, which also focus on risk reduction and preparedness.

Note: LET and DRP are facilitated by the World Economic Forum; the Crisis Connectivity Charter and Humanitarian Connectivity Charter were developed with the support of the Emergency Telecommunications Cluster (ETC).

HOW CAN YOUR BUSINESS SUPPORT HUMANITARIAN CRISES?

Companies partner in their contribution to a crisis through...

1 A KNOWLEDGE NETWORK
Where learnings and crisis information are shared to inform a company's efforts



3 A SUSTAINED PARTNERSHIP
Where a company's capabilities are routinely engaged during crises based on preexisting agreements

2 A PROJECT
That addresses a humanitarian need via a discrete, time-bound collaboration



THE NEED

In 2014, 100 million people in the world were affected by humanitarian crises, and this number continues to rise

THE OPPORTUNITY FOR IMPACT
Companies can contribute in ways that draw on their strengths




THE CHALLENGE

When a crisis hits and companies look to engage, they struggle to identify where their capabilities will be most useful

A SOLUTION

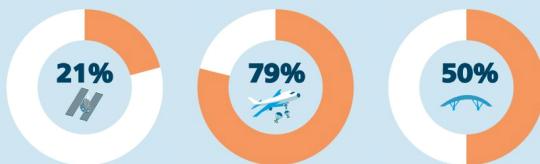
Partnering with humanitarian organizations that bring the latest on-the-ground insights helps companies address urgent needs

When determining which form(s) of collaboration to pursue, a company may weigh...

	 Knowledge Network	 Project	 Sustained Partnership
Scale of Impact	◆	◆◆	◆◆◆
Ease of initiating partnership	◆◆◆	◆◆	◆
Level of Control	◆◆	◆◆◆	◆
Advantages for each partnership type:	<ul style="list-style-type: none"> Avoids duplication through coordination Informs company efforts through shared expertise 	<ul style="list-style-type: none"> Allows for customization of response Establishes trust between partners 	<ul style="list-style-type: none"> Allows for predictable roles and contributions between partners Presents opportunities to connect company capabilities to humanitarian needs
	Low ◆	Medium ◆◆	High ◆◆◆

CURRENT POPULARITY OF PARTNERSHIPS

The >20 companies interviewed that are currently active in crisis response engage in one or more of these partnerships:



Knowledge networks are viewed as valuable but only exist in select sectors (e.g., logistics, telecom, healthcare), currently limiting the number of companies participating in them. Many companies are engaged in sustained partnerships, but also conduct discrete projects in addition to sustained partnerships.

A COMPANY CAN AMPLIFY ITS CONTRIBUTIONS BY ENGAGING...



In-House Talent

Encourage passionate employees who bring relevant expertise to support relief efforts



Business Partners

Tap the capabilities of the company's contractual partners (e.g., suppliers, distributors, contractors)



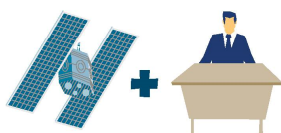
Local Stakeholders

Engage local partners, affiliates, and subsidiaries in crisis-affected regions in on-the-ground responses

Deciding Your Company's Response to Crisis

Private Sector in Action: Infectious Disease Crisis Spotlight

While the Ebola outbreak in West Africa caused significant social and economic upheaval, it triggered numerous innovative partnership responses from businesses ...



Knowledge Network + Engaging In-House Talent & Local Stakeholders

The Ebola Private Sector Mobilization Group (EPSMG) coordinated and mobilized in-country employees to support humanitarian and healthcare first responders.



Project + Engaging Local Stakeholders

Coca-Cola partnered with Africa United on an Ebola prevention campaign that leveraged the company's billboards and truck displays.



Sustained Partnership + Engaging Business Partners

Henry Schein coordinated with manufacturers and UPS to supply and transport medical products that the U.S. Centers for Disease Control needed during the Ebola crisis.

Where Can I...

Learn More About How the Humanitarian System Works?

- Understand how complex crises are defined by **UN OCHA**
- See recent funding trends through the annual overview of **Global Humanitarian Assistance**
- Learn about the **humanitarian response cluster system**
- Find updates on current appeals for crisis support from UN OCHA's **Financial Transaction Service**

Explore Partnerships That Address Crises?

- Explore the **Connecting Business Portal**, which is a global coordination hub for companies looking to support crises at the global and local level
- Dive deeper into **research** around roles companies play in supporting humanitarian crises
- Examine case studies of how public private partnerships have helped address needs in past crises, such as **WEF's analysis** of the 2015 Nepal earthquake

About this initiative

This collaborative effort between the World Economic Forum, the Logistics Emergency Team, Deloitte, and the UN Office of Coordination of Humanitarian Affairs strengthens how companies contribute to complex humanitarian crises.

Contact forumusa@weforum.org to start the discussion



Deloitte.





Growth Initiative for the LET

Today, humanitarian organizations face more and more challenges. Budgets are stretched to capacity, and organizations are responding to more emergencies than ever before—leading to a greater need for more public-private partnerships like the LET.

In early 2015, the World Economic Forum (WEF) and LET partners began a strategic growth project linking the LET with private sector companies and humanitarians. The goal of the project was to share knowledge and information as a means to help other companies and humanitarian organizations build effective partnerships. By documenting these key lessons learned, the aim was that more beneficiaries affected by humanitarian emergencies could receive care quickly and efficiently. The timing was key as well. 2015 marked the ten-year anniversary of the LET and WEF partnership.

The project took shape during the summer of 2015, resulting in an initial meeting at WEF's New York offices in December. At the meeting, the cluster agencies met with private sector counterparts to discuss current needs and develop a strategy for how companies could engage with humanitarian organizations. The meeting resulted in three concrete project ideas that are currently being implemented:

1. Forming cross industry partnerships between the private sector and international humanitarian organizations before crises occur
2. Improving principles and accountability for engagement in complex emergencies, including improved understanding of humanitarian principles during relief efforts
3. Providing agreed-upon ways of sharing secured/sensitive data across humanitarian actors

Following the December meeting, the LET partners worked with WEF and representatives from Deloitte to complete a study about public-private partnerships. The Deloitte study, presented at the World Humanitarian Summit in May 2016, identified types of partnerships that are effective and how companies can engage if they wish to do so. The next steps include follow-up discussions with WEF and other companies to help lay the groundwork for more partnerships.

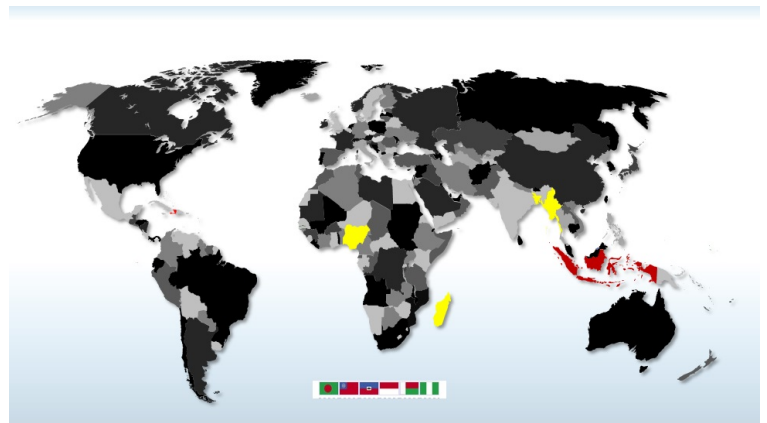
The LET serves as a model of an effective partnership, and the companies involved have been working on the project with a goal to freely share information about the partnership. This includes key information such as operating agreements, triggering and training information, and any other information that other companies or humanitarian organizations can use to help them build and operate partnerships that will work to help beneficiaries when it is most needed.

Maersk: Cluster Response Preparedness Mapping

The key components of every successful disaster relief operation are good coordination, communication, and efficient logistics. Keeping this in mind, Virginia Dundas and Anders Planck-Hendriksen, two members of Maersk, have decided to take proactive measures by mapping out Cluster response preparedness measures in the 6 disaster-prone countries of Haiti, Indonesia, Myanmar, Madagascar, Bangladesh, and Nigeria. The Cluster response for Haiti has already been mapped out, and they are currently focusing on Indonesia.

This mapping exercise also helps in identifying the closest source port or transportation point along with the overview of Maersk feeders and alternative routing options, which will be useful in case of emergencies or disasters. The goal of this project is to assist the Cluster and provide them with a comprehensive overview of preferred sourcing ports and shipping routes so that the

Cluster is better prepared for potential activation in these countries. This will enable them to act faster and make informed decisions regarding the sourcing and routing of relief items.



Logistics Emergency Teams in Action

Participants who completed the training in 2015 and over the past few years are making significant contributions to the Logistics Cluster at local levels. In 2015, they have deployed in emergencies and assisted in preparedness activities:

Daniela Becerril, Erika Ceciliano and Clarissa Marroquin assisted the Logistics Cluster during Hurricane Patricia, which hit in October 2015 off the Mexican coast. The LET was not formally deployed; however, the Logistics Cluster needed local knowledge regarding what was happening on the ground. With maximum sustained winds of 215 mph, Hurricane Patricia was the strongest hurricane on record in either the eastern Pacific or Atlantic Ocean. The Cluster needed to stay abreast of its development. The LET members were on continuous standby for 3 days and provided up-to-the-minute information on the storm and local areas impacted in Mexico.

Leonel Baidés has been working with the Logistics Cluster to complete a Logistics Capacity Assessment (LCA) in his home country of Guatemala. Leonel is completing all portions of the LCA over a six-month period.

Jose Maldonado, Franklin Balarezo, Fernando Quilumba, Miguel Anrango, Claudia Magues, and Jorge Villamar assisted the Logistics Cluster during the massive earthquake in Ecuador in April 2016. Read their story on page 3.

Kuohsien Huang, Yuki Muramatsu, Yoshimichi Yoneda, Masashi Yamada and Hideto Kobayashi, are the LET members who stepped up during the Kumamoto Earthquakes in Japan in April 2016 and worked with the World Food Programme (WFP) to provide customs clearance and transportation support for the Mobile Storage Units (MSU), which were used as volunteer centers and to store relief items. The largest Kumamoto earthquake had a magnitude of 7.0 on the Richter scale.

LET mobilized in response to Ecuador earthquake

On April 16, 2016, a 7.8 magnitude earthquake struck Ecuador, in the Manabí province, approximately 170 kilometers (106 miles) from the capital of Quito. This was reported to be the largest earthquake to strike Ecuador since 1979. Over 660 people were killed and close to 27,732 were injured.

In response to the earthquake, the World Food Programme (WFP) mobilized resources to support relief efforts. On April 17, WFP asked LET partners to assess their capabilities to support any Logistics Cluster or WFP response operations. Although the official LET triggers for activation were not met, Maersk, UPS, Agility, and Damco all evaluated local capacities, standing by to back up WFP. On April 19, WFP requested warehousing staff to provide expertise at an Ecuadorian government warehouse facility near Quito International Airport. The government handled international relief items and had established a logistics hub close to the international airport.

Claudia Magues, an LET volunteer working with Damco, conducted an on-the-ground assessment of the situation for WFP and ensured that WFP had her contact information, so they could contact her at any time to get more operational information if it was needed.

In response to the request for support in the Quito area, UPS mobilized local operations members to stand by to support transportation operations if required. Agility coordinated with its agent on the ground and made five warehouse workers, a supervisor, and four laborers available to WFP to help support the Ecuadorian government's warehouse hub near the Quito airport.

While this disaster was not considered a large-scale emergency, the LET was able to respond quickly to WFP's request for operational support in the assessment and early response phases. The information and human capital provided by the LET helped WFP and the Ecuadorian government plan their response and support the warehouse operation in Quito.



The Logistics Emergency Teams respond to Japan earthquakes

On April 16, 2016, a series of earthquakes, including one with a magnitude of 7.0, shook Kumamoto City in Kyushu Region, Japan. These earthquakes resulted in at least 49 deaths and injured about 3,000 others in total. Severe damage occurred in Kumamoto and Ōita, with numerous structures collapsing and catching fire. More than 44,000 people were evacuated from their homes due to the disaster.

Although not officially activated, the Logistics Emergency Teams stepped up and began coordinating with the World Food Programme (WFP) to provide support. Led by Agility's Managing Director, Yoshimichi Yoneda, UPS activated LET members Kuohsien Huang and Yuki Muramatsu, and the Agility team activated Masashi Yamada and Hideto Kobayashi from the Narita branch.

The two LET companies worked with WFP to provide customs clearance and transportation support for six Mobile Storage Units (MSUs), which arrived from Kuala Lumpur, Malaysia to Tokyo between May 1 and May 15. During this period, Agility and UPS coordinated customs clearance and transportation of the mobile storage units from Narita Airport to Kumamoto City, more than 1,200 kilometers to the south. These MSUs were used as vol-

unteer centers to store relief items. Prior to the arrival of the MSUs, relief items were being stored in a local school, and this was delaying the return to school for many local children.

Additionally, UPS and Agility donated and shipped 500 pallets to three different relief camp locations in Kumamoto. These pallets helped to provide better storage of relief materials, which provided earthquake victims with much-needed supplies. The pallets were also used as temporary floors and furniture by the earthquake victims. The well-organized coordination and dedication of the LET members proved to be a great asset to relief efforts, and the WFP recognized UPS and Agility for their hard work, generosity, responsiveness, and desire to provide humanitarian support after the earthquakes.

