

Participants map per regional session

Global Logistics Cluster Preparedness Meeting

15- 17 December 2020 | Online

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Context: Field-Based Preparedness Project

The Field-based Preparedness Project¹ aims to catalyse the strengthening and localisation of nationally-led humanitarian logistics by empowering national responders, and promoting partnerships and long-term collaborative approaches, thereby enhancing outcome sustainability by facilitating a common, localised and autonomous approach.

The project tailors its in-country approach to address specific stakeholder demands, and contextual and environmental preconditions, building on joint assessments of local institutional capacity needs. It comprises a wide range of capacity creation activities, as well as activities to strengthen utilisation and maintenance by participating stakeholders.

In 2021, the project activities will focus on continuing the implementation in the current active countries (Cambodia, Colombia, Haiti, Iraq, Lao, Madagascar, Malawi, Mozambique, Philippines, South Sudan and Zimbabwe) with a focus on a sustainable institutional capacity strengthening approach, as well as supporting the rollout of the project in six currently onboarding countries (Bhutan, Guatemala, Honduras, Kenya, Sierra Leone and Tajikistan) selected by the Logistics Cluster partners in 2020².

¹ See logcluster.org/document/fbpb-info-project-concept-note

² See logcluster.org/document/preparedness-concept-note-candidate-country-identification

Objectives

The primary objective of the third annual Global Logistics Preparedness meeting was to foster collaboration and exchange of experience between different project countries and their government counterparts, as well as to get feedback on 2020 activities and guidance on the roadmap for 2021 from global and national level Preparedness Project partners. This global event was also an opportunity for new project candidate countries to attend early to the project Forum and listen first-hand to other Preparedness Project Officers and Government counterparts sharing their project's activities and experience.

The overall objective of the meeting included:

- Review of 2020 in-country activities
- Identify lessons to be incorporated into 2021 planning
- Strengthen cooperation, partnership networks on country, regional and inter-regional level
- Facilitate exchange of experience across countries and actors
- Outlook for 2021 at country, regional and global level
- Increase localisation focus by partner and government-driven activities
- Introduce the project's new Institutional Capacity Strengthening framework

Meeting Structure

The Global Preparedness meeting was held online (Zoom) in a “three-by-three-by-three format”, over the course of three days from 15 to 17 December 2020, across the three project regions (Asia-Pacific, Africa & Middle East and Americas & Caribbean) for approximately three hours per day, to facilitate more region-specific discussions in a convenient time zone. For the first two days, the sessions started with the Asia-Pacific region, continued with the Africa & Middle East and concluded with the Americas & Caribbean. On the third day, a single joint session was held between Asia-Pacific, Africa & Middle East regions, allowing participants from a different region to participate with each other.

To mitigate potential connectivity problems, presentations from the project countries on the 2020 review were pre-recorded and shared with all participants during the live meeting.

Session Details and Outcomes

Review of 2020 Activities

The project officers and the national disaster lead agency counterparts presented the highlights of 2020 activities, challenges faced during the COVID-19 pandemic and the lessons learned. These are the major highlights and common challenges mentioned during this session across the three regions:

-
- The COVID-19 pandemic led to delays in implementing the preparedness project across the board, as national authorities put travel restrictions and lockdown measures in place to reduce the spread of the virus.
 - The national disaster management agencies across all project countries had to prioritise resources to respond to the pandemic over other planned preparedness activities.
 - The establishment/strengthening of the national logistics working group as a result of the preparedness project supported the COVID-19 response through coordination and by conducting a tailored capacity needs mapping activity.
 - Although project officers were able to shift their preparedness discussion and planning activities to online forums, this showed difficult for some government counterparts due to resource and connectivity matters. Online meetings also proved to be less time-efficient causing further delays in the overall project progress.
 - Despite the pandemic's effect, several project countries were able to conduct gaps analysis workshops and support the commencement of implementation of activities aligned with the COVID-19 response.
 - The pandemic showed the importance of prioritising humanitarian logistics preparedness and the need to have a strong coordination structure.

Planned Activities for 2021

In 2021, the Preparedness Officers will support national stakeholders in taking the lead on the following core activities³:

Cambodia: Conduct a humanitarian logistics gaps analysis workshop and draft a preparedness action plan.

Colombia: Support WFP with the completion of a Logistics Capacity Assessment based on the findings of the analysis and planning of the project phase; conduct a simulation-based gaps analysis workshop; implement an information exchange platform; and develop a national logistics preparedness action plan.

Guatemala: Initiate the first phases of the Preparedness Project.

Haiti: Conduct a capacity needs mapping exercise; develop a prepositioning strategy; establish central (National) and Provincial logistics coordination forums; development of an information-sharing platform.

Honduras: Initiate the first phases of the Preparedness Project.

Iraq: Endorse and implement a logistics preparedness roadmap in the Kurdistan Region of Northern Iraq; conduct a gaps analysis workshop; and develop a humanitarian logistics action plan in Federal Iraq.

Kenya: Conduct scoping mission to introduce the project to national stakeholders; initiate the first phase of the project

Lao PDR: Endorse and commence implementation of the logistics preparedness action plan; develop UBD guidelines; establish a humanitarian logistics preparedness working group with terms of reference endorsed by the NDMO.

Malawi: Establish MOUs for logistics service provisions; improve customs procedures for incoming humanitarian shipments; improve coordination and information sharing processes; and enhance regional emergency coordination mechanisms.

Madagascar: Implement a prepositioning strategy; establish a knowledge centre; and strengthen regional collaboration.

Mozambique: Establish a humanitarian logistics preparedness working group; conduct a gaps analysis workshop; and strengthening coordination capacity of the national disaster lead agency with its central and provincial stakeholders.

Nepal: Conduct stakeholder mapping; organise and facilitate gaps analysis workshop; develop a humanitarian logistics roadmap; and review and update the national regulatory framework for disaster response

Philippines: Complete the national logistics preparedness workplan; launch a national logistics operational manual; design dedicated humanitarian logistics information sharing platform; and conduct a national logistics cluster summit.

Sierra Leone: Conduct scoping mission to introduce the project to national stakeholders; initiate the first phase of the project

South Sudan: Undertake a capacity need mapping exercise and conduct a gaps analysis workshop.

³ This overview outlines the planning outcomes of the online planning session of those countries that were able to participate the session. For more information, please refer to logcluster.org/preparedness

Zimbabwe: Develop a sustainable humanitarian warehouse management training course in collaboration with academia and partners; develop warehouse management training and system at national and provincial level; and implement a physical access constraint map.

Making Humanitarian Logistics Preparedness a Priority

Prior to the global meeting, the Preparedness Project Officers across all active project countries interviewed their government counterparts and other national stakeholders on their perceptions of how humanitarian logistics preparedness is regarded, and the level of attention given to it by various national and international actors. The survey findings indicate that national and international stakeholders consider humanitarian logistics preparedness important; however, the level of attention given and investments made in this area has been limited.

During the meeting, participants across the three regions discussed why humanitarian logistics preparedness might not be seen as a priority, the effect this has on preparedness, and what might be done to bring change:

1. Reasons why preparedness is not considered a priority

- Stakeholders with limited knowledge of nature and benefits of Logistics Preparedness may be hesitant to invest resources in preparedness initiatives. This may also result from limited communication of such projects’ purpose or a lack of data providing evidence of its effects.
- Reluctance to invest due to lack of resources. These resources, if limited, will define actors’ priorities in budgeting and allocation. These resources may be financial, material or staff related.
- Stakeholders’ priorities continuously shift depending on everchanging humanitarian risks and challenges, and preparedness activities targeting some risks may fall behind others. This leads to competing priorities on resource allocation, or preparedness activities competing with emergency responses when they should be implemented in parallel.

2. Effects if humanitarian logistics preparedness is not made a priority



Figure 1: Word cloud on workshop outcomes for “2. Effects if humanitarian logistics preparedness is not made a priority”

- A coordinated, partnership-based approach to strategy and policy formulation is recommended to align logistics and supply chain elements in the stakeholders' plans and policies. This extends to mobilisation of resources and funding to support the implementation of preparedness activities.

Regional NDMO Collaboration

Within the Southern African region, the Field-Based Preparedness Project has been initiated in four countries (Malawi, Madagascar, Mozambique and Zimbabwe) sharing exposure to similar natural hazards. During the Gaps Analysis Workshops in each of the four countries, national stakeholders emphasised the need to **establish a regional network to share information and exchange experience**.

In the global meeting, participants from this region identified the following points as common areas of interest and how the project can support:

Common areas of interest:

- Exchange of experience and good practices
- Coordination and general information sharing based on available or to-be-developed platform
- General strengthening of partnership

Project proposals to support regional NDMOs as they:

- Convene regional level workshops and exchange of experience
- Map existing initiatives and stakeholders engaged in a similar process to understand what is available and what is needed
- Advocacy to establish or strengthen cooperation across the Field-Based Preparedness Project countries in the region
- Creating a platform for collaboration and information exchange
- Identifying common interests with other regional actors and states to define a common approach

Action Plan Implementation

The Field-Based Preparedness Project has three major phases;

- 1 - **Analysis & Planning,**
- 2 - **Communication for Policy Advocacy and Resources Advocacy, and**
- 3 – **Action Plan Implementation.**

The first phase ends with a Gaps Analysis Workshop or equivalent results in a stakeholder-drafted Humanitarian Logistics Action Plan, outlining what should be undertaken to strengthen the country's humanitarian logistics response capacity.

However, in almost all cases, it has proven challenging to transition from articulating an Action Plan to its implementation. This is generally due to a lack of financial and other resources. During the global meeting, partners discussed how the transition from planning to implementation could be more effective, and how the project might support national stakeholders:

- Identification of longer-term financing mechanisms such as Public-Private Partnership to catalyse and sustain the implementation efforts;
- Establishment/strengthening of information management and dissemination processes and platforms within the humanitarian community, addressing logistics-related SOPs, gaps and needs, and activity reports that may help in gaining better support from donors, institution and the broader humanitarian community;
- Undertake stakeholder mapping and engagement to map national humanitarian actors and their resources, capacities and activities. At the same time, it can match the available funds to where they are needed the most and advocate for funding of humanitarian logistics preparedness efforts.
- Ensure that humanitarian logistics capacity strengthening activities are fully embedded in national structures and that the development, implementation and monitoring of logistics preparedness actions are clearly measurable.

Institutional Capacity Strengthening

Two sessions on Institutional Capacity Strengthening were held at the global meeting. The first, on day two of the meeting, started by asking participants – both Project Officers and Government Counterparts – three questions:

1. *In your experience, what do national stakeholders generally flag as being the biggest gaps and challenges they face?*

Participants from all three regions agreed that national stakeholders face difficulties accessing information and sharing knowledge among partners and governments. They also spoke of challenges in engaging, supporting and coordinating between stakeholders. Key terminology, such as ‘preparedness’, ‘logistics’ or ‘capacity strengthening’ are sometimes unfamiliar, leading to different understandings and assumptions around what is being discussed. Participants also mentioned that national stakeholders often flagged gaps in the logistics infrastructure (particularly transport and storage) as an issue. Retaining institutional memory and knowledge appears as another challenge – for both national stakeholders and the international organisations supporting them - and with the constant turnover of key staff, it is challenging to ensure sustainable knowledge and involvement.

2. *What can external partners do to support national stakeholders in addressing these preparedness challenges?*

Participants suggested that external partners could support in the following ways: To address access to information and the sharing of knowledge, it was suggested to share standards and methodologies with national stakeholders and assist them with their use. Participants from Asia-Pacific suggested the creation of a standard curriculum in logistics capacity development as an example.

To address the need to engage, support and ensure coordination among stakeholders, it was suggested that the external partners could provide guidance to national stakeholders, ensuring a clear line of communication with the government and helping the community with the administrative procedures and regulations.

To strengthen national capacities, participants from the Asia-Pacific and Africa and Middle East regions suggested providing support to increase capacities through the provision of logistical equipment and resources, infrastructure assessments and analysis, and support on accessibility and storage. Participants from the Africa region proposed that strengthening national capacities should also have an academic component, including trainings in planning, leadership, expertise, logistics management and institutional capacities.

To put these mechanisms in place, funding was identified as a critical element, to ensure financial sustainability of humanitarian logistics preparedness at both the government level (through the integration of preparedness activities in the national budget plan) and other stakeholder’s levels (linking with private sectors and donors who could potentially support the project) to address potential budgetary constraints. Advocacy

for technical and financial support to support preparedness activities in the long term will be critical for success.

3. *What challenges emerge with the answers on potential external partner support?*

The intervention of external partners might come with challenges.

The first challenge, which was agreed upon throughout the regions, is that external aid and humanitarian work can have unintended negative consequences. Countries can face very specific challenges which may not be addressed by a “global” approach.

Building on this analysis, participants evoked the crucial need to ensure the external support matches with national partners’ needs and capacities. Otherwise, the external support might not be aligned with national mechanisms (which would hinder coordination and the creation of a functioning response management program). It was agreed that the preparedness projects’ strength lies in their communities of partners. Consequently, the engagement of relevant national stakeholders is decisive.

Some national partners are not yet convinced of the benefits of information sharing and common capacity building, requiring concerted advocacy before national actors wish to engage. Participants from Asia-Pacific mentioned that some governments’ Human Resources systems can be too rigid to accommodate changes through institutional capacity strengthening.

A final issue raised regarding external partner support, is that support only continues for as long as the external partner has funds.

The opening discussions formed the basis for the presentation on the Project’s Institutional Capacity Strengthening (ICS) framework and approach – designed to answer many of the issues raised by participants in response to question 3. In particular, the framework seeks to support national stakeholders as *they* develop *their* capacities; and focuses on national actors building self-sufficiency and independence from external support in a way that supports long-term outcome sustainability well after the project phases out. The framework changes **how** the project approaches capacity strengthening in two ways:

- First, it encourages a **systemic approach**, linking the short-term, or immediately visible challenges (discussed in Q1 above) with the deeper – less obvious – aspect of the system, recognising that humanitarian logistics preparedness falls within a complex web of legal, organisation, financial and stakeholder interactions. To address complex issues, we need to explore solutions that consider the enabling environment, organisation, and, of course, the individual.
- Second, the framework places the **national stakeholders front and centre**. Previous project statements might have been formulated the “FBPP will conduct a stakeholder mapping exercise”. Under the framework, however, this is now framed as “FBPP supports national stakeholders as *THEY* conduct a stakeholder mapping exercise”. This ensures constant reinforcement of the idea that national stakeholders remain in the lead.

The presentation then provided an example of a gap commonly flagged by national stakeholders – “Fragile or insufficient (stakeholder) warehouses” and illustrated how this might be approached by the ICS framework. Whereas

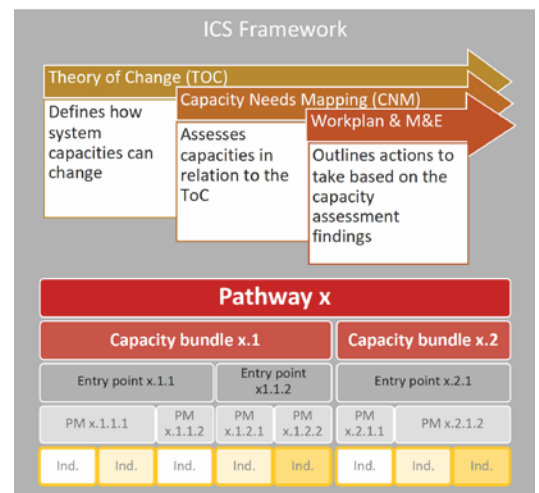
previously, the solution might have been identified as “Develop minimum standards for warehouse construction & layout; renovate & equip warehouses”, the framework provides a way of looking beyond the immediate issue, to also consider the more structural impediments. This, for example, may result in measures in the following areas:

Regulatory environment	<ul style="list-style-type: none"> Define legal and commercial regulatory frameworks to govern operations and set standards
Institutional accountability & effectiveness	<ul style="list-style-type: none"> Spearhead comprehensive logistics capacity assessment to quantify and position needs Develop minimum standards for warehouse construction & layout; renovate & equip warehouses⁴ Explore computerisation efforts to enhance data and visibility along the supply chain
Strategic planning and financing	<ul style="list-style-type: none"> Define a viable operational and financial business model
Stakeholder design & implementation capacity	<ul style="list-style-type: none"> Develop warehouse management skills and competencies for effective operations
Engagement of other actors	<ul style="list-style-type: none"> Engagement with private sector and other civil/community-based actors

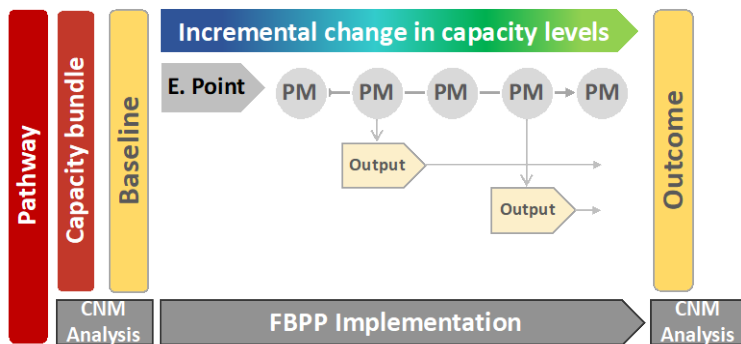
The Day 2 presentation closed with a brief overview of the Project’s [guidance documentation](#) for Preparedness officers.

Day 3 of the meeting was dedicated exclusively to the ICS framework, how it [supports monitoring](#) at the *output* and *outcome* level, and how this can be used to assess the Project’s overall contribution to the *impact*.

The session started by explaining the framework’s three tools ([Theory of Change](#), [Capacity Needs Mapping](#) and [Workplan and M&E](#)), along with the five elements (Pathways, capacity bundles, entry points, process milestones and indicators) that provide coherence across the tools, across different implementing countries, and across time.



⁴ Note that the initially proposed means to address the gap is also included in the table. The purpose is to illustrate that the initial solution is not ‘wrong’ by any means, but that it should be considered as **part** of a broader answer.

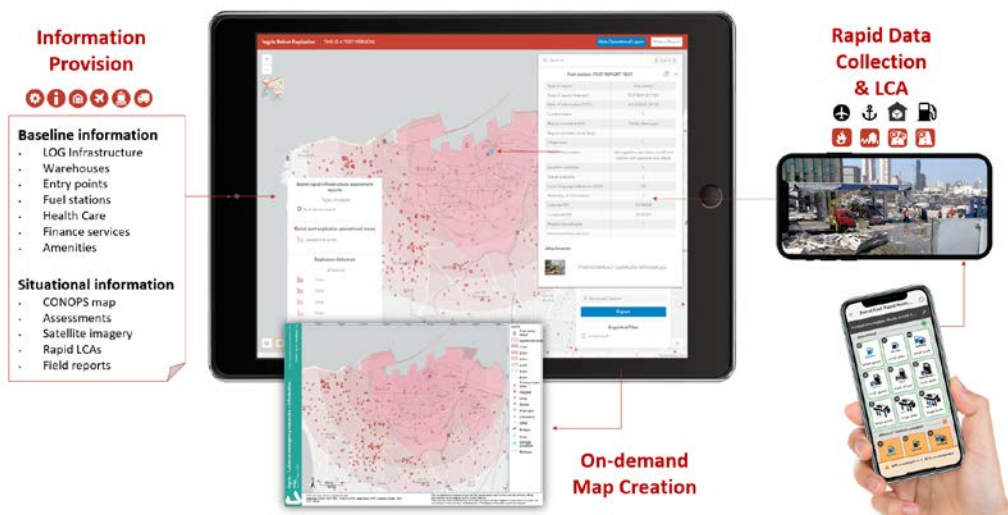


Based on these tools and elements, the framework allows for detailed monitoring through the use of the *indicators*, which provide detailed tracking at the output and short-term (immediate) outcome level. This is supported by periodic Capacity Needs Mapping exercises (ideally run by the national stakeholders themselves) which give an indication of change in the overall humanitarian supply chain system in the country (i.e., longer-term outcomes). Together, immediate and longer-term outcomes

provide an evidence base showing in what areas the Project can be said to have contributed to impact.

log.ie

Log.ie is an information exchange platform for logistics preparedness, readiness and response coordination and information sharing. A user-friendly, highly integrated data and information gateway to improve humanitarian emergency logistics preparedness and response activities through providing a community platform for logistics infrastructure and situational information⁵.



The workshop session had three main objectives: inform the partners about the current implementation and development status, review the activities of 2020 and commonly plan the scale-up implementation for 2021.

Review activities of 2020 and current implementation status

The COVID-19 emergency had a disruptive impact as well on the log.ie activities as core resources were prioritised to direct project field support, and all implementation missions were postponed due to travel restrictions. The contingency measures comprised further distance test rounds and focus on systemic preparations to allow for a broader, parallel scale-up in 2021. Furthermore, the following core activities were conducted in 2020:

- The Minimum Viable Product developed was finished, comprising:
 - o Light-web web application for remote access under field condition
 - o Finalised full logistics information data model, compatible with most common humanitarian data sources (e.g. HDX and OSM, WFP GIS sources) and global logistics information sources (e.g. ICAO, OSM)
 - o Information provision modules for baseline information (LCM – Logistics Capacity Mapping) and situational information through web reporting interfaces and survey tools (e.g. survey123 and kobo)
 - o Physical Access Constraints (PAC) information module
 - o On-demand map exporting and direct data access via API
 - o Information reporting mechanism on local and global level for rapid data collection via app
 - o Data editor interface for data editing and validation

⁵ See logie.logcluster.org

- Pilot implementation and testing conducted in several software iteration phases in Cambodia, Madagascar, Malawi and Zimbabwe
- Operational field testing conducted in Ethiopia (flooding emergency), Lebanon (Beirut port explosion) and Bangladesh (Cox's Bazar emergency)

Planned activities for 2021

The workshop participants elaborated on their respective project countries on recommendations on potential scope and timeline regarding framework criteria as high-risk seasons for natural hazards, current use cases for digital logistics information systems, and implementation feasibility at the current FBPP project stage. This feedback informed the 2021 implementation roadmap planning, which will be introduced in consultations with the country level stakeholders.

The following core activities are planned for 2021:

- Scale-up of log.ie to all targeted FBPP project countries through tailored country-specific soft-launch onboarding (six focus countries with committed desk support on implementation)
- Support upto three potential emergencies
- Continuous log.ie development and improvements. Main improvements and developments: User interface improvements and improved field application, simulation, collecting data from further sources (e.g. social media and other crowdsources) and improved multilingual support

Evaluation

- Unfortunately, due to end of year period, only 15 participants replied to the post-meeting survey.
- 95% of the participants agreed with the regional approach of the meeting,
- 70% estimated the workshop met its outlined objectives.
- 85% of the participants were very satisfied with the amount of time allocated for each session, and 95% felt comfortable speaking up during the sessions and had the opportunity to express their views throughout the meeting.
- Some participants felt the absences NDMO representatives affected the strengthening partnership objective.
- Participants were happy with the use of zoom and MURAL online tools

COMMENTS



- *“Adding smaller group discussions with a moderator could help improve the dynamics and networking.”*
- *“Having too many participants is suitable for face to face meetings and not online meetings.”*
- *“Lack of networking due to the virtual nature of the workshop. In-person workshops allow for networking and experience sharing outside of the workshop timetable”.*
- *“Continued development of the Institutional Capacity Strengthening framework and regular updates on change and improvements.”*
- *“Interested to see Logistics Preparedness in Cash Response context”.*
- *“It was good to have the meeting online, which gave participants the opportunity to attend without affecting their work.”*

Annex 1 – Participants list in order of their organisation

Name	Organisation	Location
Guillaume Mathieu	ACF	France
Cadely Adilles	ACTED	Haiti
Richard St Just	ACTED	Haiti
Metelus Wilkersom	Action Secours Ambulance	Haiti
Getro Mathieu	Action Secours Ambulance	Haiti
Rafael Bonilla	Centro Logístico Regional de Asistencia Humanitaria, CLRAH	Panama
Marc Evens Harlem	CESVI	Haiti
Yair Torres	CLRAH	Panama
Kwanli Kladstrup	Concern Worldwide	Haiti
Davie Damson Mbvundula	Concern Worldwide	Malawi
Fonie Pierre	CRS	Haiti
Joseph C Felix	DGPC	Haiti
Frantceau Panier	Diakonie Katastrophenhilfe	Haiti
Florent Chane	Emergency Supplies Pre-positioning Strategy (ESUPS)	France
Ackson Matemanga	FAO	Malawi
Yves Junior Cadet	GOAL	Haiti
Niklas Jaeschke	HELP Logistics	Kenya
Hugo Chaignaud	HELP Logistics	Senegal
Yogesh Jadhav	HELP Logistics	Singapore
Jonas Stumpf	HELP Logistics	Switzerland
Camilo Velez	Humanity and Inclusion	Colombia
Sophie Lemahieu-Colombie	Humanity and Inclusion	Haiti
Luis Fernando Guerrero	IFRC	Colombia
Paula Tatiana Ovalle Orjuela	IFRC	Colombia
Riku Ässämäki	IFRC	Myanmar
Stephany Murillo	IFRC	Panama
Marc Kenson Theus	J/P Haitian Relief Organisation	Haiti
Ihsan Hadi	Joint Coordination and Monitoring Centre	Iraq
Mohamed Salman Ahmed Aljubouri	Joint Coordination and Monitoring Centre	Iraq
Ali Amer	Joint Crises Coordination Centre	Iraq
Ali Kasra	Joint Crises Coordination Centre	Iraq
Avan Maarof	Joint Crises Coordination Centre	Iraq
Avan Maroof	Joint Crises Coordination Centre	Iraq
Ayat Asaad	Joint Crises Coordination Centre	Iraq
Ayat Asaad	Joint Crises Coordination Centre	Iraq

Haiman Akram	Joint Crises Coordination Centre	Iraq
Haiman Akram	Joint Crises Coordination Centre	Iraq
Helin Aziz	Joint Crises Coordination Centre	Iraq
Salim Abdulqadir	Joint Crises Coordination Centre	Iraq
Yadgar Blbas	Joint Crises Coordination Centre	Iraq
Yadigar Blbas	Joint Crises Coordination Centre	Iraq
Zanyar Omer	Joint Crises Coordination Centre	Iraq
Minchul Sohn	KLU	Germany
Herbert Chingati	Malawi Government, Ministry of Transport and Public Works	Malawi
Dusson St. Jean	Medicines for Humanity	Haiti
Maria Moreno	Mercy Corps	Colombia
Mohammed Ali	Mercy Hands for Humanitarian Aid	Iraq
Mostafa Ahmed	Mercy Hands for Humanitarian Aid	Iraq
Dil Tamang	Ministry of Home Affairs	Nepal
Jean-Baptiste Marion	MSF	Haiti
Labana Steven	MSF Belgium	Malawi
Maud Le Quintrec	MSF France	Haiti
Virginie Bohl	OCHA	Switzerland
Helin Aziz	Office of Joint Crises Coordination Centre- Erbil	Iraq
Salim Abdulqadir	Office of Joint Crises Coordination Centre-Duhok	Iraq
Zanyar Omer	Office of Joint Crises Coordination Centre-Sulimani	Iraq
Kernais Meteus	Orphans International Helpline	Haiti
Jude Romain	PAHO	Haiti
Melissa Sanchez Kirsch	Regional Logistics Centre for Humanitarian Assistance	Panama
Yesid Velasquez	SAVE THE CHILDREN	Colombia
Barbara M Bonny	UNFPA	Haiti
Alin Handola	UNFPA	Iraq
Maria Jimena Pantoja	UNGRD	Colombia
Maria Munoz	UNGRD	Colombia
Lesly Suzelhomme	UNICEF	Haiti
Haider Al-Ithawi	UNICEF	Iraq
Gurmeet Philora	USAID/BHA	USA
Robert Demeranville	USAID/BHA	USA
Paul Arbon	WFP	Australia
Chanmoniroth Iv	WFP	Cambodia
Christine Soutif	WFP - Preparedness Project Officer	Cambodia
Andrés Julián Veloza Bautista	WFP	Colombia
Eric Itin	WFP - Preparedness Project Officer	Colombia
Fernando Henao	WFP	Colombia

Jesus Antonio Florez Hurtado	WFP	Colombia
Pablo Barajas	WFP	Colombia
Mark Flynn	WFP	Egypt
Edmondo Perrone	WFP	Haiti
Michael Cazeau	WFP	Haiti
Patrick Sautron	WFP - Preparedness Project Officer	Haiti
Simon Deckers	WFP	Haiti
Maria Ancilla Bere	WFP	Indonesia
Ahmed Abdulmalek	WFP	Iraq
Ahmed Abdulmalek	WFP	Iraq
Farhad Rasul	WFP	Iraq
Mahmoud Alakour	WFP	Iraq
Mokhalad Ahmed	WFP	Iraq
Saad Alnaqar	WFP	Iraq
Seezar Ibrahim	WFP	Iraq
Zaid Kbah	WFP - Preparedness Project Officer	Iraq
Radislav Cicic	WFP - Preparedness Project Officer	Tajikistan
Georgia Farley	WFP	Italy
Lalongkone Chanthamaly	WFP	Lao PDR
Toulor Xiamai	WFP - Preparedness Project Officer	Lao PDR
Viengmany Onepaseuth	WFP	Lao PDR
Sarah Kunzelmann	WFP - Preparedness Project Officer	Madagascar
Andrea Cecchi	WFP	Malawi
Jana Schmidt	WFP	Malawi
Mbachi Munthali	WFP - Preparedness Project Officer	Malawi
Patrick Mills Lamptey	WFP - Preparedness Project Officer	Malawi
Maud Rivoire	WFP - Preparedness Project Officer	Mozambique
Nilza Loforte	WFP	Mozambique
Derek Mc Guinness	WFP - Preparedness Project Officer	Nepal
Jurgen Hulst	WFP	Nepal
Mabel Dominguez	WFP	Panama
Noel Delos Santos	WFP - Preparedness Project Officer	Philippines
Brian Langdon	WFP - Preparedness Project Officer	South Sudan
Karolina Greda	WFP	South Sudan
Mohamed Elhusseini	WFP	South Sudan
Faridun Rakhmonov	WFP	Tajikistan
Andrew Chimedza	WFP	Zimbabwe
Herbert Zvirere	WFP	Zimbabwe
Mollyn Butaumocho	WFP	Zimbabwe
Patricia Thornhill	WFP - Preparedness Project Officer	Zimbabwe

Penny Chikumba	WFP - Preparedness Project Officer	Zimbabwe
Theophile Galloy	WFP - GLC	France
Celestin Jules Barde	WFP - GLC	Italy
Martin Keitsch	WFP - GLC	Italy
Lila Ricart	WFP - GLC	Panama
Aaron Holmes	WFP - GLC	Singapore
Bernat Escarre Pons	WFP - GLC	Spain
Samuel Terefe	WFP - GLC	Switzerland
Wipawa Chuenchit	WFP - GLC	Thailand
Ahmed Al-Ali	WHO	Iraq
Ghaith Alobaidi	WHO	Iraq
Kamel Abdul Rahim	WHO	Iraq
James Ericson St Fleur		Haiti

Annex 2 – Meeting Agenda

ASIA-PACIFIC REGION SESSIONS		
Tuesday, 15-Dec	Wednesday, 16-Dec	Thursday, 17-Dec
Welcome & Introductions	Recap	Recap
Country Review 2020	Action Plan Implementation	Institutional Capacity Strengthening Framework
How to Make Preparedness a Priority	Project Planning 2021	End Day Three
End Day One	Institutional Capacity Strengthening	
	LOG:IE	
	End Day Two	

AFRICA & MIDDLE EAST REGION SESSIONS		
Tuesday, 15-Dec	Wednesday, 16-Dec	Thursday, 17-Dec
Welcome & Introductions	Recap	Recap
Country Review 2020	Action Plan Implementation	Institutional Capacity Strengthening Framework
How to Make Preparedness a Priority	Project Planning 2021	End Day Three
Regional Collaboration	Institutional Capacity Strengthening	
End Day One	LOG:IE	
	End Day Two	

AMERICAS & CARIBBEAN REGION SESSIONS	
Tuesday, 15-Dec	Wednesday, 16-Dec
Welcome & Introductions	Recap
Recap	Preparedness Actions
Defining Preparedness	LOG:IE
Country Review	Project Planning for 2021
Common Challenges	End Day Two
End Day One	