

Background

The city of Mosul, Iraq's second largest city, located in the northern Ninewa governorate, was taken by the Islamic State of Iraq and the Levant (ISIL) militants in June 2014. The Iraqi military launched an operation to counter this initiative in late October 2016. With the east of Mosul reported to be back under Iraqi control in late January, a renewed offensive to retake the west of Mosul began on 17 February 2017. Since the start of the operation, over 300,000 people have been displaced. 85 percent of the displaced families are sheltering in camps while the remainder are in host communities, sheltering in private settings or public buildings. Since the military operation reached the western side of Mosul, the displacement rate has increased significantly with more than 100,000 people fleeing in the last month alone. Violence on the outskirts and inside of Mosul city continues to drive displacement, mainly towards the south and east. Simultaneously, fighting and displacement are occurring in Talafar district, west of Mosul, and Hawiga, south-east of Mosul, both under ISIL control.

It is expected that a further 250,000 to 400,000 people may flee Mosul, with up to 1.5 million people requiring some form of humanitarian assistance. The impact of the military offensive will continue to affect populations in and around Mosul, as well as Talafar and Hawiga, throughout 2017. Displacement camps and emergency sites continue to be planned and set up to accommodate the large influx of Internally Displaced Persons (IDPs).

The volatile and unpredictable situation will persist and require a flexible and mobile humanitarian response throughout 2017.

The Logistics Cluster will facilitate access to common storage and emergency transport for the humanitarian community, including for prepositioning. The Logistics Cluster will assume a Coordination and Information Management role to maximise the use of available resources in-country, provide support and advocacy for customs clearance and government liaison, and establish a more coordinated and cost-effective operational approach.

Logistics Gaps and Bottlenecks

The major constraints on the ability of humanitarian organisations to respond to the people affected by the Mosul operations are the lack of access due to insecurity, a rapidly changing security situation, and agency capacity vis-a-vis the increase of humanitarian needs for potentially up to 1.5 million people. Specifically, the following logistics gaps have been identified:

- Limited storage capacity for prepositioning and contingency stocks in rural areas close to the new emergency site locations.
- Increasing needs for logistics coordination and information, due to an unpredictable operational scenario and the movement of IDPs to hard-to-reach locations throughout several Governorates with different structures and authorities.
- Potential restrictions on movement of humanitarian cargo and personnel in key operational areas, due to a volatile security situation and potentially damaged infrastructure (especially bridges).
- Presence of various armed actors on key supply routes.

This Concept of Operations is a live document and the activities will be adapted and revised as the situation unfolds and further assessment results become available, including the possible provision of additional logistics common services as required by the humanitarian community.

- Potential lack of transport capacity and/or increased transport costs, caused by limited suppliers/transporters and/or their unwillingness to access some of the operational areas.
- Potential lack of airport capacity (i.e. Erbil Airport) for additional incoming cargo flights, clearance and temporary storage.
- Delays in customs and clearance procedures with a potentially increased level of bureaucratic impediments for incoming and in-country commodities. Potential delays at key entry points (Khalil-Ibrahim border, Erbil airport, Baghdad airport) should there be a significant increase in the amount of supplies being brought in country.
- Coordination and circulation of logistics information.

Objectives

Based on the needs identified and expressed by the humanitarian community, the Logistics Cluster aims to facilitate access to sufficient and reliable logistics services and consolidated information related to logistics capacities, to enhance the capacity of the humanitarian community to deliver relief items to hard-to-reach locations, hence ensuring timely and uninterrupted supply of life-saving relief items to affected populations.

Planned Activities

The following range of activities and services are not intended to replace the logistics capacities of individual agencies or organisations, but rather to fill identified gaps in the humanitarian supply chain and enhance the response of the humanitarian community through the provision of common services, based on need.

1. Coordination:

Coordination will entail the following:

- Hold regular and *ad hoc* Logistics Cluster coordination meetings in Erbil, Dahuk and Baghdad, and in newly established hubs if/when required.
- Liaise with authorities and relevant national and international parties on behalf of the humanitarian community, to raise logistics issues of common concern, including customs clearance procedures and humanitarian access.
- Deploy specialised staff at major entry points (border crossings and airports) and other strategic logistics infrastructure to facilitate timely delivery and avoid major bottlenecks, if/when necessary.
- Should there be a significant increase of humanitarian flights and a lack of capacity at the receiving airport, facilitate the establishment of a humanitarian staging area at the airports in Erbil and Baghdad. This includes the potential provision of additional handling equipment (if required) to avoid congestion and delays.
- Continue to liaise with the relevant authorities of the Government of Iraq and Kurdistan Region of Iraq and advocate for simplified customs and clearance procedures for incoming humanitarian commodities and internal cargo movement within Iraq; continue to support the established one-stop shop (a dedicated office

This Concept of Operations is a live document and the activities will be adapted and revised as the situation unfolds and further assessment results become available, including the possible provision of additional logistics common services as required by the humanitarian community.

focused on customs clearance facilitation) in Erbil; and continue to support and advocate for timely clearance processes in Baghdad to expedite the delivery of humanitarian items.

- Deploy a Civ/Mil Coordination Officer, should additional support be required in facilitating humanitarian convoys.
- Coordinate with other clusters and agencies, including through participation in the inter-cluster working group and Humanitarian Country Team, for incoming commodities and pipeline information for planning and scheduling.

2. Information Management (IM):

Information Management will include the following:

- A dedicated Information Management Unit responsible for the consolidation and sharing of updated operational information, including Access Maps, Customs Snapshots, Situation Updates, Operation Overviews, Meeting Minutes and Infographics.
- Information sharing platforms including a common mailing list, and a dedicated Iraq Operation webpage maintained on the Logistics Cluster website to disseminate relevant and up-to date logistics information to the humanitarian community: <http://www.logcluster.org/ops/irq14a>.
- A dedicated Skype group to enhance communication and exchange information among humanitarian actors, as well as additional groups for Baghdad and Dahuk to address region-specific matters.

3. Logistics Services:

The services made available by the Logistics Cluster are not intended to replace the logistics capacities of the agencies, organisations, or of the local market but rather to enable humanitarian actors through the provision of common services. Access permitting, the following services will be provided at no cost to the user, dependent on the availability of funds:

Common Storage:

- Presently, the Logistics Cluster has the following storage capacity:
 - **Baghdad:** 2,000 m²
 - **Bardarash:** 1,200 m²
 - **Dahuk/Batel:** 2,773 m²
 - **Debaga camp:** 480 m²
 - **Erbil:** 6,300 m²
 - **Gogali:** 1,200 m²
 - **Hajj Ali:** 640 m²
 - **Hamam al 'Alil - UNHCR:** 2,080 m²
 - **Hamam al 'Alil – MODM:** 1,080 m²

This Concept of Operations is a live document and the activities will be adapted and revised as the situation unfolds and further assessment results become available, including the possible provision of additional logistics common services as required by the humanitarian community.

- **Khazer** camp: 640 m²
- **Qayyarah Airstrip** camp: 1,280 m²
- **Qayyarah-Jad'ah** camp: 320 m²
- **Tikrit**: 3,400 m²
- **Zummar**: 480 m²

The Logistics Cluster will continue to monitor these hubs and scale up if/when required.

- Procure and preposition additional Mobile Storage Units (MSUs) in order to be able to scale up existing hubs and to establish new logistics bases.
- Establish key strategic forward operating bases in, or in close vicinity to, the emergency sites and displacement camps where stocks will be stored to facilitate daily emergency distribution. To date, common storage facilities have been set up in Khazer, Jad'ah, Qayyarah Airstrip, Hajj Ali, Debaga and Hamam al 'Alil camps and additional capacity will be established according to needs.
- MSUs will be made available on loan to organisations requesting additional storage space outside the strategic hubs and if supplies permit.
- Standard Operating Procedures (SOPs) for warehousing and transport services are available at: <http://www.logcluster.org/document/iraq-standard-operating-procedures-sop-transport-and-storage-april-2017>.
- Organisations requesting storage services must complete a Service Request Form (SRF) available at: <http://www.logcluster.org/document/service-request-form-6> and submit it to Iraq.ClusterCargo@wfp.org

Road transport:

- Support the humanitarian community in planning, coordinating, and if necessary, facilitating inter-agency humanitarian convoys, when needed and depending on access constraints, prevailing security restrictions and required endorsements by the Humanitarian Country Team.
- Should there be a need, establish a cargo consolidation mechanism to ensure swift movement of humanitarian cargo to final destination.
- If partners are facing issues in terms of road deliveries, facilitate initial road transport for incoming emergency humanitarian supplies into the emergency site and camp locations.
- If required, a daily 'window of opportunity' will be established through OCHA Civil Military Coordination (CMCoord) for trucks to pass congested bridges/checkpoints.
- Adopt all necessary preparedness actions to activate a "last resort" provision of transport services from Erbil to the emergency sites and camps should the situation on the ground require it.

Air Transport:

- In case of emergency gaps in available stocks in-country, facilitate air-bridge services for priority items, coordinate airport cargo services, and liaise with airport authorities and humanitarian actors.

This Concept of Operations is a live document and the activities will be adapted and revised as the situation unfolds and further assessment results become available, including the possible provision of additional logistics common services as required by the humanitarian community.

Concept of Operations – Mosul Operation**13 April 2017**

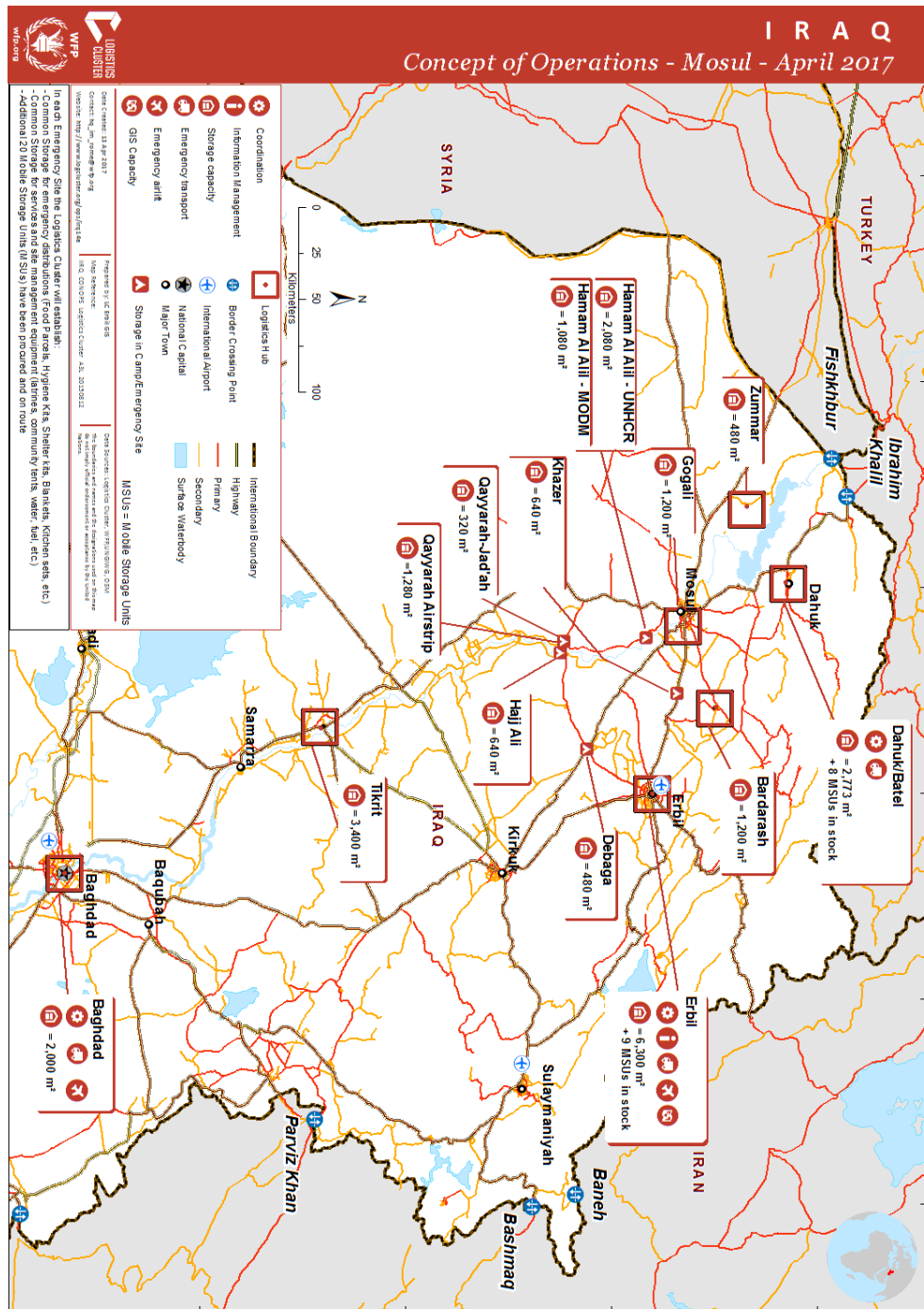
- Coordinate and facilitate inter-agency humanitarian airlifts, when needed and depending on access constraints, prevailing security restrictions and required endorsements by the Humanitarian Country Team.

As “Provider of Last Resort” WFP, through the Logistics Cluster, is responsible only to provide logistics services that fill identified gaps in logistics capacity and/or demanded by organisations operating in Iraq, where access and funding permit and where these gaps limit the ability of the humanitarian community to meet the needs of the affected population.

This Concept of Operations is a live document and the activities will be adapted and revised as the situation unfolds and further assessment results become available, including the possible provision of additional logistics common services as required by the humanitarian community.

Concept of Operations – Mosul Operation

13 April 2017



This Concept of Operations is a live document and the activities will be adapted and revised as the situation unfolds and further assessment results become available, including the possible provision of additional logistics common services as required by the humanitarian community.