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<b>LOCATION</b>	Online
<b>DATE</b>	25 February 2021
<b>CHAIR</b>	Global Logistics Cluster Preparedness Project Team
<b>PARTICIPANTS</b>	HELP Logistics (Kuehne Foundation), International Federation of Red Cross and Red Crescent, United Nations International Children's Emergency Fund, Welthungerhilfe/ Emergency Supply Pre-positioning Strategy (ESUPS).
<b>ACTION POINTS</b>	<ul style="list-style-type: none"><li>• Log:ie progress and rollout plan to be discussed on the next Preparedness Working Group meeting on 9 April</li></ul>
<b>AGENDA</b>	<ol style="list-style-type: none"><li>1. Preparedness Project Proposed Strategy Post 2021</li><li>2. Regional Project Update</li><li>3. Institutional Capacity Strengthening Overview</li><li>4. AOB</li></ol>

### **1. Preparedness Project Proposed Strategy Post 2021**

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The Field-Based Preparedness Project (FBPP) has been initiated so far in 16 countries (inc. Pacific region) from 2018 to 2020 and is currently expanding to its planned scope of 20 countries in 2021. With the current funding ending in December 2021, though, the project activities face an increasingly urgent need for the partner community to agree on whether the Project shall continue, expand, change or end the current preparedness activities. If the Project were to end its active implementation through the Global Logistics Cluster by the end of this year, the ongoing activities would start transitioning to local partners to maintain the project gains made so far. While the Project can hand over all activities to national partners towards the end of the current funding period, as of the current project plan, the Project demonstrates significant potential for further sustainable Institutional Capacity Strengthening (ICS) impact by continuing the current project activities beyond December 2021. With the upcoming Global Logistics Meeting (GLM) not due to be held until the end of April, the Strategic Advisory Group (SAG) was requested to provide timely recommendations on the current Project's desired mid-term direction.

As such, the following main scenarios were shared as baseline recommendation input to the SAG meeting held on 19 February 2021.

**Scenario A:** Maintain the activities for a long-term handover. This imagines a more sustainable approach ending with full national ownership.

Regarding FBPP:

- Extension of field activities with localisation driven transition period (case-by-case review)
- Anticipated three-year extension to foster sustainable change process and allow for long-term strategy development.

Regarding Logistics Cluster:

- Continue and increase impact evidence evaluation
- Initiate global level partner review towards long term strategy at scale
- Consultative process to identify a feasible partner for long term leadership in ICS activities

**Scenario B:** Extend FBPP further. Additional countries would be included in the framework.

**Scenario C:** End all project activities in 2022, and immediate start of transition strategies.

Further, two optional scenarios (or combinations with to A/B) to extend support to further countries were presented:

**Scenario D:** Transition from Logistics Cluster/Sector operations. Establish a mechanism that a country (where needs, interest and feasibility identified) becomes part of the Preparedness Project following a formal Logistics Cluster deactivation.

**Scenario E:** On-demand addition of countries. If a country made a proactive request to implement a preparedness project with FBPP support.

The SAG supported a project continuation (Scenario A/B, to be assessed further) on a mid-term basis of three years to maintain current project activities while recommending a full activity review to provide evidence on impact (see WG activities and ICS below) and recommending the partner community to explore a long-term strategy and partner identification for a sustainable continuation (e.g. through the GLM). These recommendations allow the Project to seek additional funding for continuity of current activities with a focus on building impact evidence and guidance on Institutional Capacity Strengthening. Through further recommendations by the Preparedness Working Group, GLM, and donor interest, the Project will assess potential expansion to add feasible candidate countries on a three-year mid-term roadmap (Scenario B).

The Preparedness Working Group members also fully supported the SAG committee's recommendation. Furthermore, the members highlighted:

- the need to conduct action reviews on the sustainability of the Project;
- the need for a strategic decision to be made on the duration of this approach from the Logistics Cluster side;
- the need to define to whom these initiatives and activities should be handed over at some future point to ensure sustainable long-term activities.

ESUPS informed participants about a methodology and tools they are developing to support the definition of national pre-positioning strategies, focusing on a collaborative approach of loan-borrowing and branding postponement, and expressed their desire to collaborate with the Global Logistics Cluster on this. Furthermore, ESUPS also expressed their interest to lead or collaborate on pre-positioning strategies issues

## 2. Regional Project Updates

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### Latin America & The Caribbean

**Colombia:** Successful start of the Project in 2020. The scoping mission was conducted in February 2020 following the project onboarding phase, and the Preparedness Officer deployed in September. COVID-19 significantly delayed the process but also prompted the need for enhanced coordination going forward. The Partner Capacity Mapping is being completed, and solid relationships have been built in the last four months with the NDMO (UNGRD).

**Haiti:** Building on the work of the Logistics Sector and transition to readiness in 2020. The Preparedness Officer was deployed in September. Despite being mobilised to support ongoing response and daily coordination efforts, he is working actively to integrate further preparedness activities with the Logistics Sector. Partners and NDMO's (DGPC) limited availability poses a significant challenge and prompt the need for a long-term strategy to strengthen capacities in the long run. A three-year preparedness strategy is currently being developed with the CO.

**Honduras:** During Eta/Iota response in December 2020, surge support was provided by the Global Logistics Cluster Preparedness team to ensure an efficient transition from response to readiness. This mission served as a scoping mission to officially launch the FBPP project for Honduras. The identification of the Preparedness Officer is currently ongoing, while there is a high interest from both the CO and the NDMO.

**Guatemala:** The WFP CO accepted to host the FBPP project in early January 2021. The scoping mission will be conducted in the coming weeks to initiate the Project; the identification of the Preparedness Officer is ongoing.

#### **Africa & Middle East Region**

**Iraq:** The Project Officer presented the project activities and implementation plan for Federal Iraq in Bagdad, and this was fully endorsed by the local NDMA (JCMC) and the council of ministers. A gap analysis workshop is planned to be held in the coming months.

The Action Plan developed for KRI in 2020 is still waiting for government endorsement.

**Kenya:** The WFP KEN Country Office is waiting for government endorsement of the Project since December 2020. If there is no interest or timing is not convenient with the National Disaster Management Agency, Kenya may have to be dropped from the candidate list.

**Madagascar:** The BNGRC (local NDMA) has been leading the implementation of the Project with the help of WFP Madagascar Country Office in 2020. The GLC intends to close the Project from its side by the end of the 1st quarter of 2021.

**Malawi:** The Government has suspended all national clusters, and key local NDMA counterparts are not available for day-to-day engagement. This may delay the implementation of activities.

**Mozambique:** National Logistics Working Group led by the INGC (local NDMA) have been responding to the cyclones which hit the country earlier this year.

**Sierra Leone:** Scoping mission was conducted in January. The Preparedness Officer also arrived in the country on 18 February.

**South Sudan:** The Project Officer is working with partners to resume the project activities through mapping long-term gaps and challenges.

**Zimbabwe:** The implementation of the Action Plan endorsed by the Department of Civil Protection at the end of 2020 is ongoing.

#### **Asia Pacific Region**

**Bhutan:** Officer started in-country in February 2021

**Cambodia:** Widespread flooding, supported by targeted advocacy by the project officer, triggered increased interest in logistics preparedness. This has led to the NDMO convening the **first Provincial Humanitarian Logistics Preparedness Workshop**, currently underway. The officer is advocating for a preparedness working group and is an appetite for log.ie rollout in-country.

**Laos:** Despite the COVID-19 pandemic, the Project was able to support the NDMO as its officers trained provincial warehouse staff in multiple provinces. A workshop in October brought together 12

organisations to prioritise and assign responsibilities for the implementation of the activities outlined in the National Logistics Preparedness Action Plan.

**Nepal:** The Officer, recruited in November and in January, is working with the NDMO and the national Logistics Cluster to better integrate logistics preparedness into national frameworks.

**Philippines:** The Officer supported the NDMO following several typhoons and volcanic eruption events, conducting logistics assessments, supporting drafting the response plan, coordinating requests from (sub)national actors. He also supported the development of an HCT guide on preparedness and training materials in collaboration with HELP and the Philippines red cross.

**Tajikistan:** The Officer is in the final stages of recruitment and is due to start in March 2021.

### 3. Institutional Capacity Strengthening

#### Key Concept

The Key Concept behind Institutional Capacity Strengthening is to strive for outcome sustainability and national actor self-sufficiency. This is something that is not acquired through traditional training. This is done by considering all aspects of the national 'ecosystem', looking at the enabling environment, organisational level, and individual capacities.



For example:

If an identified gap is "*fragile or insufficient (stakeholder) warehouses*", the traditional approach might be to "*develop minimum standards for warehouse construction and layouts, renovations, and equipment*".

In contrast, the Preparedness Project seeks long-term outcome sustainability by examining the issue in the context of the overall 'ecosystem'. It does through the application of five *Impact Pathways*:

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

The framework also places National stakeholders explicitly placed front and centre by the Project, ensuring that a focus on capacity *strengthening* is maintained, rather than capacity *substitution*.

### Theory of Change

While the *Impact Pathways* are highly conceptual, they are then broken down into more functional components, called *Capacity Bundles*. This helps translate the conceptual model to concrete practice using the following steps:

- 1 – Stakeholder engagement & positioning
- 2 – Capacity assessment (Capacity Needs Mapping)
- 3 – Design of country-level ICS strategy
- 4 – Implementation of country-level ICS strategy
- 5 – Monitoring

**1) Stakeholder engagement & positioning:** In this meeting, the focus was placed on the last four steps, as there is already material available on Stakeholder engagement and positioning available [here](#).

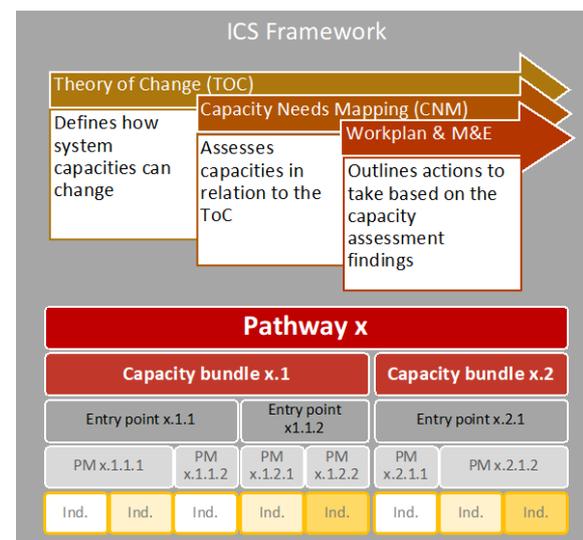
**2) Capacity Assessment:** Aligned to the *Pathways* and *Capacity Bundles*, we can conduct a *Capacity Needs Mapping* (CNM) analysis through a series of guided questions. This process locates the capacities of the humanitarian supply chain and logistics system (as opposed to individual actors within the system) from latent (non-existent) to self-sufficient.

The findings of the CNM provide three key things: First, it establishes a baseline from which identify changes in the overall humanitarian logistics system over time. Second, it highlights those areas (capacity bundles) in greatest – most urgent – need of ICS support, and/or those areas that are well-developed and can act as a springboard for further development; Third, both the CNM process and the findings can facilitate conversations with partners around how the shortcomings might be best addressed, within the specific country context.

**3) Design of country-level ICS strategy:** The CNM findings, and the conversations generated, allow national stakeholders to identify which key activities (*Entry-Points*) they wish to undertake, based on a 'menu' of potential activities to be tailored to the local context and needs.

**4) Implementation of country-level ICS strategy:** Each entry-point offers a series of pre-defined *process milestones* that provide a consistent implementation approach and allow progress to be monitored.

**5) Monitoring:** After the Project ends, subsequent CNM analyses can be run – either as part of the Preparedness Project or, ideally, completely independently by national actors. These subsequent analyses are aligned to the same Pathways and Capacity Bundles as the original (baseline) CNM (see step 2 above). Comparing the two allows stakeholders to observe systemic change over time. However, these systemic-level changes could be due to a range of factors/actors.



To see how the FBPP has *contributed* to the systemic changes, the framework also tracks *incremental* changes that are directly attributable to the Project (through the tracking of process milestones and entry-points). These indicate activities undertaken, aligned to the same Pathway and Capacity Bundles as the CNM analysis. By looking at agreed-upon Entry Points (activities) and their pre-defined process milestones, and the outputs and outcomes of those milestones, we can track the effectiveness of the Preparedness Project by building an evidence base for successful or unsuccessful support approaches.

### ICS Guidance documentation

Documentation is being prepared to guide officers and external viewers in understanding this process. For a complete list of FBPP ICS Guidance Documents, see <https://logcluster.org/preparedness/ics>. This document also contains a suggested reading order to aid in a rapid understanding of the approach.

### Rollout Approach

This approach will be rolled out to five countries, currently being finalised. The operational support provided to these countries, as well as the field level experience gained, will be fed back in the Project to refine guidance materials and provision of support. Case studies and an evidence base around localisation of humanitarian logistics preparedness are also planned. A recent study by the Lund universities ([here](#)) on this topic has reported that there is a strong need for such an evidence base.

### Transition Strategy

With the Project phasing out in Madagascar, there is a need to define the transition from the FBPP to a longer-term solution. We are working with the Madagascar CO to define a Transition Strategy. This will serve as a model for future engagements, so that transition strategies are already in place from the commencement of the Project in the country.

## 4. AOB

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- Due to time constraints, the Log.ie rollout plan was not discussed. Over the next working group meeting in April, log.ie progress will be discussed in detail.
- As the ICS framework and strategic project review require further in-depth discussions, the topic will also be covered over the next course of meetings.
- The next Preparedness Working Group Meeting will be held on 9 April 2021 from 10:00 to 11:30 CEST.

### Contacts

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