



Logistics Preparedness Gap Analysis Workshop

4-5 November | Mangochi, Malawi

Contacts

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Introduction

Malawi is a small landlocked country in southern Africa. Across the country, rural populations are highly affected by climate change, with instances of drought as well as severe flooding increasing in frequency, intensity and unpredictability.

In March 2019 the southern region of the country was exposed to heavy rainfall before, and following, category 3 Cyclone Idai, causing extensive damage to the country's logistics infrastructure. The subsequent emergency response resulted in the activation of the Logistics Sector, led by the Ministry of Transport and Public Works (MoTPW) and supported by the World Food Programme (WFP). The sector response was based on a preliminary logistics gaps analysis and partner needs assessments and sought to assist the humanitarian community in their efforts to deliver lifesaving items to the affected area.

Reflecting on lessons from the 2019 Logistics Sector flood response, and taking the country's increasing disaster risks into consideration, a 2-day Logistics Preparedness Gaps Analysis Workshop was held in Mangochi from 4-5 November, jointly organised by the MoTPW, WFP and the Global Logistics Cluster (GLC). The workshop built on ongoing logistics preparedness efforts to identify potential gaps and bottlenecks, nurture coordination between partners fostered during the flood response, and identify a path forward for priority actions to strengthen supply chain operations during emergencies.

Background

In 2018 Malawi was selected as one of 24 country candidates for the Global Logistics Cluster field-based logistics Preparedness Project. The 2016-2021 initiative aims to enable local governments, national and international NGOs, UN agencies, development partners and the private sector, to have a coordinated approach towards improving local supply chain resilience. A key output is the formation of a National Logistics Cluster Preparedness network, which brings stakeholders together before an emergency to identify potential solutions, draft a common action plan, and establish an operational team environment.

Following the 2019 flood response, and in collaboration with the Department of Disaster Management Affairs (DoDMA), MoTPW and WFP, a GLC Field Preparedness Officer was deployed to Malawi in September, to support the transition phase from logistics operation to logistics preparedness. This officer is to be supported by a dedicated National Preparedness Officer who will also work on the project for an initial 12-month period. Following a [National Logistics Cluster preparedness meeting conducted on 26 September 2019](#), it was agreed that a Gaps Analysis Workshop would be facilitated in preparation for the joint drafting of a Malawi Logistics Preparedness Action Plan. This action plan would be the baseline document for the MoTPW and the Malawi National Logistics Cluster to build and agree upon a dedicated logistics preparedness activity roadmap, focused on addressing the country's key bottlenecks.

Objectives

The workshop's main objective was to jointly define a National Logistics Preparedness Action Plan that will inform the MoTPW and the National Logistics Cluster on the implementation and harmonisation of preparedness activities, as well as to enable other humanitarian actors and private sector to contribute to logistics preparedness in Malawi.

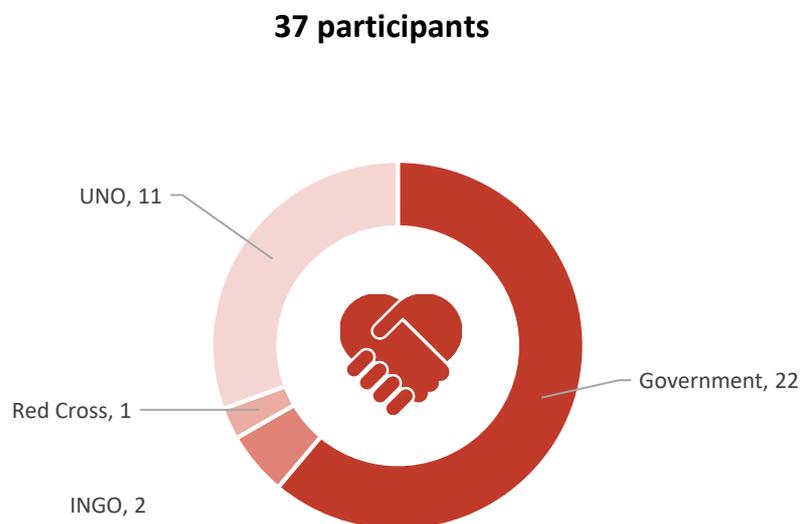
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In addition, the following objectives were agreed upon:

- Present the survey results from a National Logistics Cluster capacity mapping exercise.
- Present the identified logistics gaps collated from the previous National Logistics Cluster Meeting, relevant government documents, and through bilateral interviews conducted by the GLC Field Preparedness Officer.
- Identify additional humanitarian supply chain gaps not identified in the logistics capacity mapping survey.

Participants



Participants were representative of Malawi’s humanitarian community including government, the Malawi Red Cross, NGOs and UN agencies. Furthermore, the CEOs of government entities including the National Food Reserve Agency (NFRA) and Airport Development Limited (ADL) were present. The full list of attendees are in Annex A.

Session Outcomes

The workshop structure consisted of two key phases: gap analysis and action planning. The following section outlines the key outcome from each phase, followed by the workshop’s conclusions and next steps. A full agenda is available in Annex B.

Gap analysis

Following opening speeches from MoTPW, DoDMA, NFRA and WFP, an overview was given on the rationale behind a joint logistics preparedness action plan, using a Madagascar case study. Subsequently, results of the logistics capacity mapping survey were shared with the group.

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Key gaps and challenges identified in the survey were:

- **Transport:** Poor road conditions and the susceptibility of vital road infrastructure to be damaged during flooding (e.g. bridges), paired with a reliance on road transport, has made it difficult to access remote, disaster-prone areas. Furthermore, augmentation capacity of commercial river vessels and/or government river boats (and river boat operators) to transport life-saving goods to isolated areas was also identified as a need.
- **Storage:** Commercial storage facilities are limited in remote disaster-prone areas, with the majority of facilities centrally located in major urban areas such as Lilongwe and Blantyre.
- **Coordination/Information Management:** The National Logistics Cluster relies on informal information management channels such as WhatsApp groups Excel files, limiting 3W visibility to all stakeholders.

Full results are available in in Annex C.

A World Café discussion followed to capture unidentified gaps in key thematic areas, including: road transport and access, air transport, water transport, storage and humanitarian staging area (HSA), coordination and customs, regional agreements for emergency response, private sector and academe engagement, and information management. The gaps identified are expanded upon in the workshop's conclusion section below. The assigned facilitators and the guide questions are also available in annex D.

Action Planning

Day 2 opened with a presentation of the identified gaps from the World Café activity. Based on these and those previously identified in the survey, attendees were organised in groups of similar technical expertise and asked to propose actions to address the challenges. These actions were then presented to MoTPW and DoDMA at the conclusion of day 2. The workshop ended with a brief outline of follow-up activities to be conducted moving forward.

Conclusions

Based on partner consultations and capacity mapping activities before and during the workshop, the following conclusions on current gaps and bottlenecks have been drawn.

Road transport & access

- Accessibility remains a challenge during emergencies, with road infrastructure often damaged or destroyed due to flooding. To overcome challenges in road access, contingency planning, such as the prepositioning of humanitarian goods, should be considered prior to the onset of disasters.
- Overall, there is a reliance on overland transport which can cause challenges during emergency response when bridges and roads are damaged. As such there is a need to identify other forms of transport that can be utilised during emergency response (i.e. rail transport).
- Availability of transporters during emergency response was also a noted challenge due to a range of factors. Mapping and establishing agreements with private sector transporters as a preparedness activity, may help in increasing the availability of road transport assets during an emergency response.

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Water Transport

- There is an identified need to increase the capacity of sufficiently-trained boat operators, boats, and maintenance to ensure the quick delivery of life-saving goods in flood-prone areas.
- It was agreed that mapping and establishing agreements with shipping companies during preparedness, is an important action to take to make river and lake transportation more accessible.

Air transport

- There is a lack of air assets, air strips/landing zones, support equipment (e.g. cargo handling equipment) in disaster-prone areas. Availability/accessibility of aviation fuel in remote areas has also been identified as a potential gap.
- Procedures for requesting air transport need to be clarified and shared to all stakeholders.

Storage/Humanitarian Staging Area (HSA)

- There are no gaps in the overall storage capacity if all of partners' warehouses (including WFP mobile storage units) are considered. The limitation is rather related to rental costs during disaster operations. It is recommended that the storage capacities of other stakeholders (NFRA, airports, private sector, etc) is mapped during preparedness.
- There are noted gaps in warehouse management, staff training, and warehouse equipment that need to be addressed.
- Prepositioning humanitarian goods near the disaster-prone areas, especially in the southern region, is seen as a need given the inaccessibility of remote areas when roads and bridges are washed away.

Coordination

- Further work should be undertaken with the humanitarian community and relevant stakeholders to communicate the roles and responsibilities of MoTPW and DoDMA in regards to logistics coordination during an emergency response.
- There is no coordinated logistics preparedness action in the National Contingency Plan until the onset of an emergency. As such, advocacy activities to increase visibility on the importance of logistics preparedness should be integrated within the Logistics Preparedness Action Plan.
- Stronger engagement with additional government agencies, private sector groups and academia should be considered by the National Logistics Cluster as part of preparedness activities.
- Further exploration on the linkages and interaction of different transport modes (air, water, rail, road) is also needed.

Customs

- There is a need to clarify customs protocols during emergencies and engage relevant stakeholders (Malawi Revenue Authority and Border and Airport agencies).
- A regional customs clearance agreement during emergencies should also be established within the Southern African Development Community.

Regional agreements for emergency response

- A regional humanitarian framework with neighbouring countries should be established to facilitate information sharing, capacity-building, access to vital infrastructure, and to strengthen overall regional humanitarian collaboration.

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Private Sector/Academic engagement

- It was recognised that further engagement with the private sector should be enhanced to strengthen logistics preparedness. Furthermore, it was also agreed that the academic sector should be involved in logistics preparedness discussions to support with research, lessons learned and policy-making.

Information Management

- Enhanced information management procedures at the local level (rather than reliance on global channels) and greater visibility on 3Ws is needed during emergency operations.
- A common operational picture across all stakeholders should be established, encompassing: common logistics infrastructure and capacities, information-sharing mechanisms, communications protocols across all stakeholders, and the inclusion of other relevant partners in the early-warning systems in place.
- During a flood response operation, it was agreed that availability on road access constraints to all stakeholders was critical. As such, the integration of information management tools capable of collecting such data into local systems should be explored during this period.

Next steps

At the conclusion of the workshop, the following next steps were discussed to support the finalisation of a National Logistics Preparedness Action Plan:

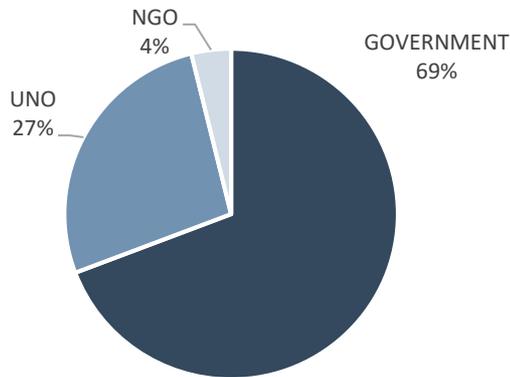
1. Inputs from the workshop's plenary discussion should be consolidated into the plan.
2. Inputs are then to be reviewed by MoTPW, DoDMA, WFP, and GLC.
3. The National Logistics Cluster will be presented with a first draft of the action plan to ensure common agreement, as per recommendations.
4. Formal presentation to the Government of Malawi.

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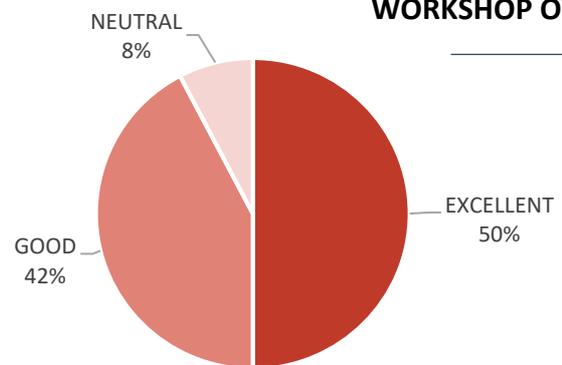
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Evaluation

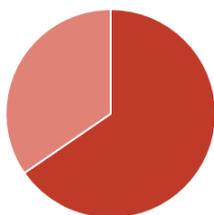
26 RESPONDENTS



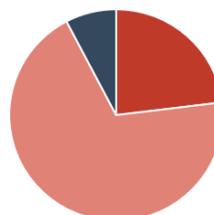
PLEASE RATE THE WORKSHOP OVERALL



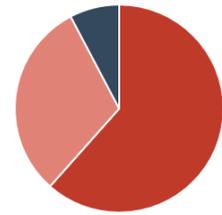
I found the workshop valuable in relation to the information presented



My questions were answered during the week



The information presented will assist in developing a national action plan



COMMENTS

- It has been an eye opener. The action plan, if implemented, will help Malawi in disaster management
- The group consultation activity was very useful as it gave everyone an opportunity to contribute on the issues at hand.
- Participants provided real examples and scenarios that also helped in identifying solutions that could work in the local environment.
- Action Planning was the most useful session, as it provided the solutions and actions to be taken on the gaps, and identified who is to carry out these actions.

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Annex

Annex A: Participants

| Attendees | Agency |
|-----------------------|------------------------------|
| Rhoda Misomali | Airport Development Limited |
| Sunganani Dzinkambani | Airport Development Limited |
| Kondwani Munkhuwa | Department of Civil Aviation |
| Christopher Herbert | DoDMA |
| Stuart Gondwe | DoDMA |
| Vincent Kachule | DoDMA |
| Major Kissa Kadaluka | Malawi Defense Force |
| Benson Mtajiri | Malawi Police |
| Emma Ngosi | Marine Department |
| Anthony Kakona | Marine Department |
| Lloyd Banda | Marine Department |
| Kalilene Mwambelo | Marine Department |
| Peter Kaphagawani | Marine Department |
| Noel Gangata | Marine Department |
| Herbert Chingati | MoTPW |
| Jason Mwatsika | MoTPW |
| Nasinuku Saukila | NFRA |
| Enos Kapalamula | Marine Department |
| Jason Mwatsika | Roads Authority |
| Dominic Mwafulirwa | Roads Authority |
| Elias Sisya | Roads Authority |
| Willard Kaunde | Roads Authority |
| Maxwell Chimombo | ADRA |
| Romas Banda | Save The Children |
| Richard Zingoyo | Malawi Red Cross |
| Jussa Alfazema | UNICEF |
| Aeron Mbodzole | WFP |
| Franck Aynes | WFP |
| Irene Mlewa | WFP |
| Lasford Kumwenda | WFP |
| Orison Mapemba | WFP |
| Rui Goncalves | WFP |
| Shashi Tulachan | WFP |
| Sidney Bandula | WFP |
| Jose Antonio Carino | WFP/GLC |

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|----------------|---------|
| Samuel Terefe | WFP/GLC |
| Martin Keitsch | WFP/GLC |

Annex B: Agenda

Day 1

| Start Time | Activity | Description |
|------------|--|---|
| 09:00 | Welcome and Opening Prayer | |
| 09:05 | Welcome Remarks | Mr. Christopher Herbert , Under Secretary, DoDMA Mr. Herbert Chingati , Under Secretary, MoTPW Mr. Nasinuku Saukila , CEO, NFRA Mr. Franck Aynes , Head of Supply Chain, WFP |
| 09:50 | Picture taking | |
| 10:00 | BREAK | |
| 10:15 | Logistics Preparedness Action Plan | Sharing of other countries' Preparedness Action Plans and best practices |
| 11:15 | Preparedness Platform | 1. Present platform. 2. Discuss possible modalities of updating logistics information on the Preparedness Platform. 3. Impact of the Preparedness Platform |
| 12:00 | LUNCH | |
| 13:00 | Logistics Capacity Mapping - Methodology & Results | 1. Present the methodology of the Logistics Capacity Mapping Survey (Oct 2019). 2. Present the Logistics Capacity Mapping Survey Results 3. Discussion on the data gathered through the survey. |
| 14:50 | BREAK | |
| 15:05 | World Café - Logistics Gaps (Part 1) | Using the World Café format, attendees to discuss their technical input on different thematic areas of logistics gaps. These are: Transport (road, air, river/lake), Accessibility, Warehousing, Coordination, Regional Linkages, Customs Issues, Private Sector and Academe Engagement, and Information Management |
| 16:55 | Daily Recap | |

Day 2

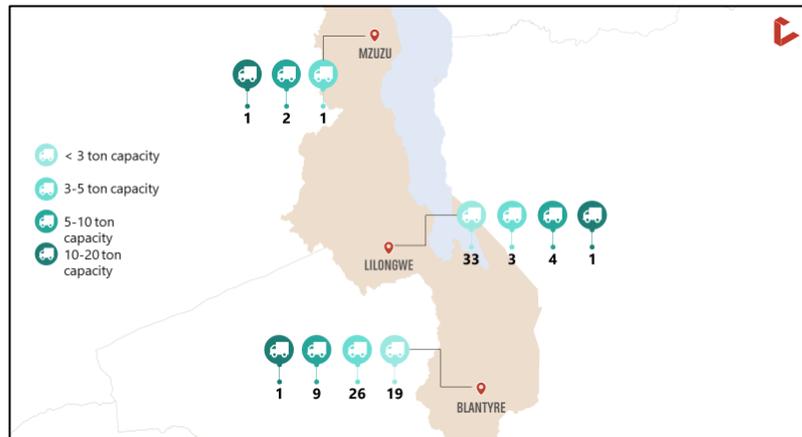
| Start Time | Activity | Description |
|------------|---------------------------------------|---|
| 08:00 | World Café - presentation | Presentation of the talking points in the World Café activity |
| 09:30 | BREAK | |
| 09:45 | Action Planning Activity | Working on the World Café presentations, groups shall jointly craft thematic action plans to address logistics gaps. |
| 12:00 | LUNCH | |
| 13:00 | Presentation of Thematic Action Plans | Presentation of the group inputs in the Action Planning Activity |
| 16:30 | Next Steps | 1. Consolidation of Malawi Logistics Preparedness Action Plan 2. Crafting of an Advanced Preparedness Actions Checklist 3. Continuous Logistics Working Group Meetings. |
| 16:45 | Closing Remarks | Mr. Christopher Herbert , Under Secretary, DoDMA Mr. Herbert Chingati , Under Secretary, MoTPW Martin Keitsch , Lead Preparedness Officer, GLC |
| 16:55 | Evaluation | |

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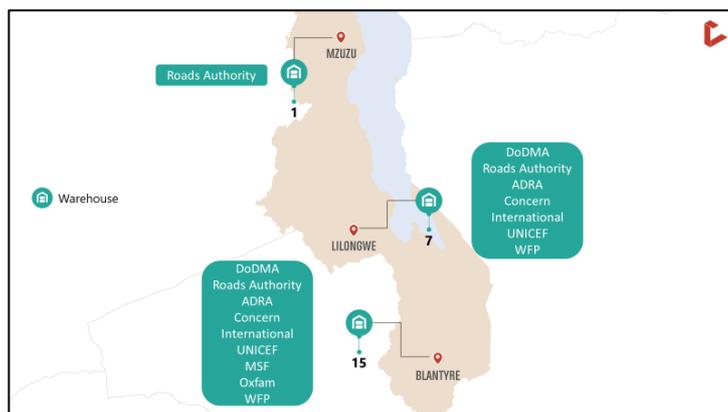
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Annex C: Logistics Capacity Mapping Survey Results

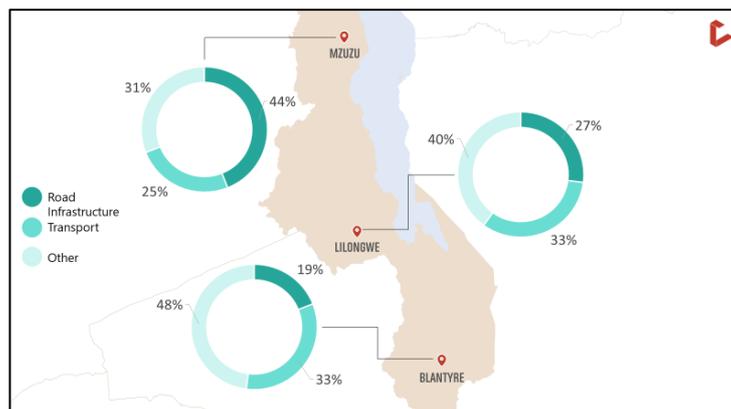
Transport capacity



Storage capacity



Logistics gaps per region



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Logistics Gaps per region

| Logistics Gaps - North | Key comments | Count | % |
|-------------------------------------|---|-------|-----|
| Transport - Road Infrastructure | 1. Lack of bridges and accessible roads. 2. Poor road conditions during rainy season. | 7 | 44% |
| Storage - General | Limited and private storage space(s). | 4 | 25% |
| Transport - General | | 2 | 13% |
| Staffing - Capacity-Building | Less number of ...trained marine officers. | 1 | 6% |
| Staffing - General | | 1 | 6% |
| Transport - River transport | Less number of rescue boats | 1 | 6% |
| Logistics Gaps - Central | Key comments | Count | % |
| Storage - General | Limited and private storage space. | 5 | 33% |
| Transport - Road Infrastructure | Logistics infrastructure including roads and bridge across affected areas in southern Malawi making it challenging for the government and humanitarian community to deliver an effective and efficient logistics response. | 4 | 27% |
| Transport - General | | 2 | 13% |
| Funding | | 1 | 7% |
| Staffing - Capacity-Building | No marine officers and assets in the region | 1 | 7% |
| Transport - River Transport | Transportation as boats that can be during search and rescue are not readily available. | 1 | 7% |
| Transport - vehicles | Transport asset for accessing all weather roads during rainy season | 1 | 7% |
| Logistics Gaps - South | Key comments | Count | % |
| Storage - General | 1. Limited storage facilities 2. Storage facilities ... are centrally located - Blantyre. | 7 | 33% |
| Transport - Road Infrastructure | 1. (need) Road network for heavy goods vehicles. 2. Accessibility of FDPs during the rainy season | 4 | 19% |
| Transport - General | | 3 | 14% |
| Logistics Coordination | Coordination and information sharing are key gaps in the humanitarian response that along with duplication of effort, are impacting operational decision making and effectiveness. | 2 | 10% |
| Transport - River Transport | Storage facilities and boats are centrally located in Blantyre. | 2 | 10% |
| Others | | 1 | 5% |
| Storage - Humanitarian Staging Area | Establishment of a Humanitarian Staging Area to save valuable time at the onset of a disaster. | 1 | 5% |
| Other Logistics Gaps | Key comments | | |
| Funding | Lack of funding to enable transportation of relief items to most affected areas | | |
| Staffing - Capacity Building | 1. Disaster Risk Reduction / Emergency Preparedness and Response Skills and Training to enhance the capability of key actors to manage humanitarian supply chains. 2. Experienced Logistics staff who have seasoned for Logistics work | | |
| Storage - Equipment | Lack of modern infrastructure such as material handling equipment(MHE) | | |
| Transport - General | No proper equipment for disaster preparedness in terms of road, air and rail transport or water transport. | | |
| Transport - River Transport | Less number of Rescue Boats and trained officers to use them during flood disasters | | |
| Transport - Road Infrastructure | 1. Limited road access to some of the effected areas in Malawi. Limited transport capacity,particularly 4x4 trucks,boats and air assets. | | |

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Common Preparedness Activities

PREPAREDNESS ACTIVITIES



| Logistics Preparedness Activities | ADRA Malawi | Concern Worldwide Malawi | DoDMA | Eagles Relief and Development Programme | Malawi Police Service | Marine Department | MoTPW | MSF-BELGIUM | Oxfam Malawi | Roads Department | UNICEF | Welthungerhilfe | WFP |
|---|-------------|--------------------------|-------|---|-----------------------|-------------------|-------|-------------|--------------|------------------|--------|-----------------|-----|
| Advocacy or funding to rehabilitate or construct logistics linked infrastructures | ✓ | | ✓ | | | | ✓ | | ✓ | ✓ | | | ✓ |
| Regional/local agreements or collaboration for an emergency response | ✓ | ✓ | ✓ | ✓ | | | | | ✓ | | ✓ | | ✓ |
| Logistics Capacity Assessments | ✓ | | ✓ | | ✓ | ✓ | | | ✓ | | | ✓ | ✓ |
| Conducting tailored trainings/simulations | ✓ | | ✓ | ✓ | | | | | ✓ | | | | |
| Workshops | ✓ | | ✓ | ✓ | ✓ | | | | | | | ✓ | ✓ |
| Stock prepositioning | ✓ | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | ✓ | | ✓ |
| Staging areas | | | | | | | | | | | | | ✓ |
| Government capacity analysis | ✓ | | ✓ | | ✓ | | | | ✓ | ✓ | ✓ | | ✓ |

Annex D: identified gaps from World Café discussion

| Thematic Areas | Facilitator | Guiding Questions |
|------------------------------------|-------------------------|---|
| Road Transport & Access | Aeron Mbodzole | <ol style="list-style-type: none"> Are there gaps not identified or expressed well? Are there other resources or capacities not identified? Are there other actors/partners not covered by the survey and their capacities? Is there enough capacity? Which areas are inaccessible? Which road infrastructure is impeding humanitarian assistance? Consistency of transport market (rates) |
| Water Transport | Rui Goncalves | <ol style="list-style-type: none"> What are the opportunities in this area? Can you share any gaps in this thematic area? What is the current capacity? Is it enough? Which areas can benefit from this mode of transport? |
| Air Transport | Major Kissa Kadaluca | <ol style="list-style-type: none"> What are the opportunities in this area? Can you share any gaps in this thematic area? Airport capacity? Is there a need for additional airstrips? Cargo handling equipment? |
| Storage/Humanitarian Staging Areas | Lasford Kumwenda | <ol style="list-style-type: none"> Are there gaps not identified or expressed well? Are there other resources or capacities not identified? Are there other actors/partners not covered by the survey and their capacities? Is there enough capacity? Which area are inaccessible and would need prepositioning? |
| Coordination & Customs | Orison Mapemba | <ol style="list-style-type: none"> What are the opportunities in this area? Can you share any gaps in this thematic area? Is there a waiver protocol to import humanitarian shipments during emergencies? |

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| | | 4. Dry port capacity and location? Bonded warehouses capacity? 5. Working coordination mechanism between different Govt agencies? |
| Regional Agreements for emergency response | Samuel Terefe | 1. What are the opportunities in this area? 2. Can you share any gaps in this thematic area? 3. Is the current emergency response mechanism working with neighboring countries? 4. Is there a need to establish regional emergency coordination body? |
| Private Sector/Academe Engagement | Jose Antonio Cariño | 1. What are the opportunities in this area? 2. Can you share any gaps in this thematic area? |
| Information Management | Martin Keitsch | 1. Information Management Framework 2. Information Gaps 3. Sharing mechanisms 4. What do we need to know? |
