Introduction
The inaugural Global Logistics Cluster (GLC) Preparedness Workshop took place in Cairo, Egypt, from 4-6 December 2018. Following the rollout of preparedness initiatives across four pilot countries in 2017-18, the foundation of the 3-day event was built upon fostering synergies between partners, reviewing lessons learned, and paving a way forward for ongoing and upcoming preparedness initiatives. This included identifying timelines, priorities and mapping out key modalities for potential support.

The workshop format was designed to explore activity implementation, challenges and action planning within a practical, collaborative and holistic environment. Recognising the unique and varied preparedness and response challenges faced by each country and region, the workshop brought together humanitarian stakeholders to share ideas on a common preparedness methodology which could subsequently be tailored to individual contexts.

Context
Preparedness forms a key pillar of Logistics Cluster activities. As part of its strategy and mandate given by the Inter-Agency Standing Committee (IASC), GLC seeks to utilise its experience, expertise in complex operational environments, and wide network of partners to strengthen national supply chain resilience and promote a common methodology towards logistics preparedness globally. Localisation is fundamental. Through the pursuit of collaborative multi-stakeholder and multi-sectoral actions, the primary aim of Logistics Cluster preparedness is to stimulate locally-driven solutions that influence longer-term actions such as policy, procedures and capacity strengthening initiatives.

From 2019, Logistics Cluster preparedness activities will focus upon 15 at-risk countries, chosen by Logistics Cluster partners and based upon risk indices, national-level logistics performance and capacity indicators. The project seeks to strengthen coordination and information sharing across the entire humanitarian community such as national disaster management response bodies, line ministries, transport authorities, Red Cross/Crescent, NGOs, UN agencies, and private sector. Each initiative undertaken at global, regional, national and community level aims to recognise the diversity and uniqueness of each operational setting, and ensure support is attuned for that context.

Objectives
The workshop’s primary objective was to enhance collaboration, working as a collective community towards an agreed definition for project priorities, implementation and idea exchange.

The following objectives were achieved:

- Increased engagement between preparedness actors, including the planning of future events and activities to continue strengthening collaboration among key stakeholders.
- Agreed definition upon a common programmatic framework for Logistics Cluster preparedness.
- Identification of priorities to ensure tailored support from GLC preparedness team.

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1 Bangladesh, Cambodia, Haiti, Democratic Republic of Congo, Indonesia, Iraq, Lao PDR, Madagascar, Malawi, Mozambique, Nepal, Nigeria, Pakistan, Philippines, South Sudan
Participants were present from the following: GLC preparedness countries, Emergency Preparedness and Response (EPR) focal points from NGO and UN agencies, and private sector. Attendees travelled from Denmark, Egypt, Fiji, Ireland, Italy, Kenya, Madagascar, Myanmar, Panama, South Sudan and Switzerland.
Workshop structure
The workshop focused on integrating three key components across each day: (1) a practical and active workshop environment; (2) providing participants with the opportunity to present current activities applicable to their country, region and/or organisation; and, (3) the continued promotion of conversations between and amongst actors.

The workshop began with an overview of GLC preparedness initiatives, followed by country presentations from Madagascar, South Sudan and the Pacific region. This enabled participants to gain a holistic overview of GLC preparedness broadly, as well as the structure, objectives, rollout and challenges faced by countries currently active under the Logistics Cluster preparedness project. Moreover, the sessions also provided an engaging platform to understand priorities, ask questions and identify areas of collaboration.

Additional sessions included Programmatic Framework (why, what and how) and capacity strengthening within a joint group work format, WFP Regional Bureaux presentations, Working Group presentations, KPIs and Return on Investment, and an overview on some of the latest humanitarian logistics technology (PALM platform and the Logistics Cluster Preparedness Platform). Presentations and more information can be provided upon request.

Workshop discussion, actions and recommendations
Overall, the structure provided participants with an open and interactive forum to strengthen dialogue on logistics preparedness at the global, regional and national level. The following section summarises an overview of the programmatic framework session outcomes, followed by key discussion points and an overview of the partner needs survey.

Why, how, what: Logistics Cluster preparedness & programmatic framework
From the outset, participants identified gaps and challenges for humanitarian logistics preparedness overall. These insights were then used to guide work on the programmatic framework and project methodology. Reoccurring gaps and challenges included:

- Complexities posed by rolling out preparedness initiatives across diverse contexts
- Lack of information sharing mechanisms at regional, national and community level
- Ensuring inter-agency linkages and alignment, and avoiding duplication of efforts
- Working with different logistics capacities in each country
- Fundraising
- Project impact measurement

Moreover, participants also identified fundamental objectives of logistics preparedness and why it is important within the humanitarian response cycle. Objectives included:

- To build upon and strengthen logistics coordination mechanisms and capacities
- To identify gaps and implement actions and solutions prior to disaster
- To ensure resources are optimised during preparedness, response and recovery
- To encourage localisation and implement activities based on context-specific challenges
Following an analysis of why logistics preparedness is important overall, participants were divided into smaller working groups to discuss each of the six original programmatic categories in detail (mapping, assessment & analysis, activity planning, coordination, Information Management and Capacity Strengthening). During the initial session, participants identified strong crossovers. As a result, it was agreed that the six categories would be consolidated into three areas moving forward - fact-finding, analysis and planning, and action implementation – with participants carefully examining why each was important, how the pillar could be implemented and what activities could potentially be rolled out.

A summary of the Programmatic Framework sessions was presented on the final day (overview: annex 1). This will now be utilised to update Logistics Cluster preparedness project documents accordingly.

Discussion points
Across the presentation sessions, the following discussion points have been documented to be taken into consideration for Logistics Cluster preparedness activities moving forward.

Coordination and activity implementation
- Ensuring preparedness initiatives are locally owned and led by government and national agencies, rather than driven at the global level.
- Continuing to work on how to better engage with non-traditional and/or humanitarian actors on preparedness initiatives (such as private sector, community groups, national faith-based groups and organisations).
- Participants discussed the importance of partner mapping and identifying inter-agency support and collaboration opportunities at global, regional and national level.
- The importance of a joint approach and the harmonisation of methodologies was discussed regularly. This has, resultantly, been reflected in the draft Programmatic Framework. Participants also touched on the importance of joint action planning and a ‘community of responders’ to ensure resources and areas of expertise are mobilised effectively.

Advocacy & preparedness
- The topic of advocacy and lobbying within Logistics Cluster preparedness was a topic of discussion across multiple sessions. It was primarily discussed in relation to national preparedness initiatives, activity rollout, donor relations and fundraising, as well as the humanitarian-development nexus. An outcome of these discussions was the suggestion that GLC could provide a platform for further dialogue and elaboration towards a common approach (e.g. through a Working Group format).
- Participants spoke on the importance of effectively linking advocacy efforts with national priorities to ensure ownership of preparedness capacity strengthening initiatives.
- It was emphasised that preparedness should be approached within a holistic, collaborative framework. If such is achieved, advocacy efforts should complement and support both short and long-term, government-led actions and projects.

RoI and impact
- A key question was how to continue to work together on demonstrating tangible results through Return on Investment (RoI) studies.
HELP Logistics held a presentation and provided input and potential areas of support based on previous and current studies. An example of the Nepal Humanitarian Staging Area was also given. An outcome of this discussion was for HELP Logistics to provide studies to the Working Group. GLC will also compile preparedness studies from across the sector to share with partners.

**Preparedness in complex scenarios and existing operational environment**

- Operational adaption versus preparedness and the importance of acknowledging differences in approach to preparedness in complex emergencies was discussed in-depth during the Regional Bureau Cairo presentation.
- Participants discussed how planning needs to remain flexible and agile, and ‘re-tooling’ existing resources (i.e. conducting an in-depth analysis of Lessons Learned to better plan for future scenarios).

**Cash-Based Transfers (CBT) and Preparedness**

- This conversation was particularly pertinent during the Regional Bureau presentation. Discussions focused primarily on the role of CBT and market assessment during preparedness.
- It was agreed that information and data sharing was intrinsically linked to this component and procurement/prepositioning more broadly.

**Cold chain and medical logistics**

- The role of Logistics Cluster Preparedness and medical logistics came up from several partners. As a result, GLC will look into how to better link actors for cold-chain preparedness/best practices.

**Training and simulation**

- There was consensus among participants that training/simulation exercises play a key role in preparedness to identify gaps and challenges; gain clarity on role and responsibilities; test skills and knowledge; provide networking opportunities; promote a common approach to logistics planning; and, strengthen inter-agency coordination for better decision making.
- Areas of potential support identified by attendees included assisting with development of training materials, providing expert facilitation on specific subject matter, ensuring diverse cross-section of participants.
**Partner needs overview**

Based on discussions throughout the workshop, a partner needs survey was circulated to identify where the Global Logistics Cluster can provide support moving forward. Based on the survey results, the top seven areas of interest by perceived urgency were:

- Preparedness technology & tools (Preparedness Platform/PALM)
- Networking/partnerships
- Advocacy/communication strategies
- Improve in-house knowledge on preparedness
- Lessons Learned
- Logistics preparedness guides & ‘how-to’
- Training skills (ToT/training design)

Below is a selection of participant commentary captured as part of the partner needs survey.

> Preparedness tools and technology are crucial in order to render preparedness more attractive and more understandable. We need to make it more accessible to understand.

> We need to connect organisations with needs or questions, with organisations that have solutions of experience.

> Lessons Learned should be presented as the first step to improve SOPs and procedures. Too often we see agencies doing Lessons Learned to tick a box. However the real added value is to apply the learning to revise the plans and procedures. this crucial step is often missing.

A detailed document outlining where partner organisations, regional bureaux and country offices can also provide support for preparedness initiatives has been compiled and circulated with participants. For more information please contact [hq.glc.preparedness@wfp.org](mailto:hq.glc.preparedness@wfp.org).
Action points
The below action points were developed based on discussions during the workshop:

- It was evident throughout the workshop that there is a keen interest from partners across the humanitarian sector to engage, share concepts and discuss solutions related to logistics preparedness. A partner mailing list will thus be developed to continue to share news, events and areas of potential support among attendees on a monthly basis starting February 2019.

- With a final agreement on the Programmatic Framework structure, key Logistics Cluster preparedness documents will be revised and shared accordingly. Based on the ideas of the meeting, and the agreed methodology, the GLC team will also finalise the Logistics Cluster Preparedness Guide. A draft will be shared with partners prior to publication.

- As expected, the workshop drew strong parallels across many organisations and country operations. An initial partner mapping exercise has been undertaken based on the information shared during the event. This will be circulated to partners, who are requested to update the document with 2019 activities.

- Partners are requested to share any research, studies and or Lessons Learned documents related to logistics preparedness initiatives which will be compiled into a library for partners to support future advocacy, communication and fundraising initiatives and campaigns.

- Less general, more specific: following the inaugural workshop (and subsequent agreement on a defined programmatic framework), the next meeting will aim to tackle specific issues related to logistics preparedness, in close consultation with stakeholders. Planning will begin for the next global workshop in Q1 2019. It was agreed that a global event should take place annually.

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Evaluation

The workshop’s agenda met my expectations

The definition of a common programmatic framework will assist in the implementation of preparedness activities

I found the workshop valuable in relation to the different topics presented.

• “I think we did not touch upon measurement sufficiently (due to timing), which would be good in workshops to come.”
• “Having now laid out the basis, it would be good in the next workshop to specifically look at a focused topic and discuss it constructively and critically.
• “The workshop really helped kickstart a common understanding and ways forward.”
### Annex 1: Summary of the Programmatic Framework Sessions

#### Annex

**FACT FINDING**

**Why?**
- To map logistics and response capacity, key actors and existing plans/initiatives

**How?**
- Desk review
- Fact-finding mission
- Outline and identification of logistics capacity in-country

**What?**
- Desk review & fact finding
- Map existing coordination bodies
- Review and update LCA
- Horizon scanning
- Identify key gaps and challenges (SWOT, PRESTELLO, 7 questions)
- Development of information sharing channels
- Implementation/solidification of national logistics working group

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**ANALYSIS & PLANNING**

**Why?**
- Identify and define gaps in logistics capacity
- Harmonisation of action planning

**How?**
- Desk review of risk and impact of identified scenario
- Simulation-based exercise
- Evaluation of gaps & action planning

**What?**
- 'stress-test' Undertake a simulation exercise comprising participants from across the humanitarian sector
- Write an analysis report
- Identify solutions
- Draft and finalise a nationally-endorsed action plan for logistics preparedness

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**ACTION IMPLEMENTATION**

**Why?**
- Address gaps and bottlenecks
- Advocacy efforts
- Measuring impact

**How?**
- Define a set of key actions (MPA, APA) for implementation
- Ongoing capacity strengthening initiatives

**What?**
- Roll-out actions, including M, L & E
- Solidify working group mechanisms
- Draft and finalise a joint ERP and contingency plan
- Define and disseminate information through key IM channels
- Implement training and development initiatives centred on localisation.

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#### CORE CROSS-CUTTING THEMES ACROSS EACH PROGRAMMATIC STAGE

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