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<td>041</td>
<td>Syria</td>
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<td>045</td>
<td>Ukraine</td>
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<tr>
<td>043</td>
<td>Vanuatu</td>
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<tr>
<td>045</td>
<td>Yemen</td>
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In 2015 alone, the humanitarian community, still working to contain the Ebola outbreak, had to respond to devastating natural disasters in Nepal and Vanuatu, while strenuously continuing to bring life-saving assistance to over 64 million people in conflict areas.

South Sudan, Syria and Yemen obviously come to mind. The trend witnessed over the past decade, whereby the number of people affected by humanitarian crises has almost doubled, has been once again confirmed in 2015. The sheer scale and complexity of these emergency crises has turned humanitarian organisations into the default providers of essential services such as shelter, health and sanitation.

Is this the new norm? Do the protracted humanitarian crises, such as Syria or Yemen, represent the standard now? Do we need to rethink our strategy to plan for longer-term humanitarian assistance?

The Logistics Cluster continues to play a vital role in addressing the many challenges faced by the humanitarian community, from supporting with coordination and information management to facilitating access to common logistics services. In 2015, the Logistics Cluster has supported 400 organisations, including national and international NGOs, UN agencies, foundations, civil society organisations and government agencies across 15 countries. Contending with insecurity and access constraints, our staff have helped deliver more than 90,000 metric tonnes of relief supplies. These remarkable results could have not been achieved without the collective effort of the network of organisations contributing to the Logistics Cluster with their resources, assets and extraordinary commitment.

2015 was also the final year of the last three-year strategy, hence the time to reflect on the progress made against the set objectives and to develop a new strategy to guide our work over the coming three years. This new strategy focuses on two essential areas: preparedness and wider inclusion of local actors. In other words, building the capacity of local humanitarian actors to be more prepared to cope with an emergency, as adequate preparedness can significantly improve local first response, and reduce the need for international mobilization.

Looking ahead, it is unlikely that humanitarian needs will reduce in 2016, especially given the ongoing El Niño weather pattern, which is already having a severe impact in Southern and East Africa, Central America and South East Asia. I would like to stress the importance of the critical support we receive from our donors and partners, and extend my thanks to all of them, as we continue to assist the humanitarian community and contribute to help save lives, relieve suffering and protect the dignity of the affected people.

Stephen Cahill
Global Logistics Cluster Coordinator
2015 LOGISTICS CLUSTER OPERATIONS

CENTRAL AFRICAN REPUBLIC
DEMOCRATIC REPUBLIC OF CONGO
EBOLA RESPONSE
IRAQ
MALAWI
MOZAMBIQUE
NEPAL
SOMALIA
SOUTH SUDAN
SYRIA
UKRAINE
VANUATU
YEMEN
INTRODUCTION

The cluster approach was adopted in 2005 as a result of the Humanitarian Reform process launched by the UN Emergency Relief Coordinator, through the Inter-Agency Standing Committee (IASC). The Reform aimed to address historical gaps and weaknesses and to improve international response to humanitarian crises by strengthening response capacity. In particular the reform process focused on strengthening coordination and accountability, enhancing partnerships in key sectors, including Logistics. The cluster activation protocols and in-country leadership roles were further outlined in the IASC Transformative Agenda in 2011.

Because of its expertise in humanitarian logistics and its field capacity, the UN World Food Programme was chosen by the IASC to be the lead agency of the Logistics Cluster. WFP hosts the Global Logistics Cluster support team in its headquarters in Rome. WFP also acts as a provider of last resort for common logistics services.

There is no formal membership to the Logistics Cluster, all humanitarian actors can participate in the cluster community.

The Logistics Cluster is steered by the partners, globally through biannual Logistics Cluster Global Meetings and at national level through the in-country Logistics Cluster meetings.

At global level the Logistics Cluster provides strategic and policy guidance to broaden knowledge and improve decision making in humanitarian logistics and works on system-wide preparedness and contingency planning. In addition the cluster provides logistics surge capacity and support to the humanitarian community reinforcing the operations on the ground.

At field level the Logistics Cluster brings together organisations responding to humanitarian emergencies and is responsible for coordination and information management of the logistics response. When necessary, the Logistics Cluster facilitates access to common logistics services made available by WFP and other organisations to the whole humanitarian community.
In 2015 the Logistics Cluster conducted field operations in Central African Republic, Democratic Republic of Congo, the Ebola Response, Iraq, Malawi, Mozambique, Nepal, Somalia, South Sudan, Syria, Ukraine, Vanuatu and Yemen.

Throughout these operations, the Logistics Cluster has supported 439 organisations, including national and international NGOs, UN agencies, foundations, civil society organisations and government agencies. It has facilitated the delivery and storage of over 90,000 mt of relief supplies on behalf of 245 organisations. Funding for the Logistics Cluster for these operations amounted to over US$123 million, or 95% of the total requirement.

In the Nepal earthquake response alone the Logistics Cluster provided crucial support to the humanitarian community by facilitating the handling and storage of humanitarian cargo for over 150 organisations. Also, the launch of the Remote Access Operation facilitated trail rehabilitation and last mile transport of essential supplies by pack animals and by porters into otherwise inaccessible and high altitude locations.

While responding to this large scale emergency, the Logistics Cluster continued to support the humanitarian response in protracted complex crises. In South Sudan the Logistics Cluster has been facilitating access to air assets and coordinated cargo airlift of relief items to 85 locations, and facilitating access to trucking services and storage facilities in strategic locations. In Yemen the Logistics Cluster has been facilitating the in-transit customs clearance, cargo handling, storage and final transport by sea and air of international humanitarian relief goods to Yemen, where humanitarian organisations have been availing of common storage facilities in Sana’a, Hodeidah and Aden. In addition the Logistics Cluster has facilitated joint truck movement and storage of food and NFIs on behalf of 18 organisations, as well as fuel provision to 60 organisations. In Syria and Ukraine facilitation of humanitarian convoys has been crucial to enable humanitarian actors to reach the affected populations.

Globally, the Logistics Cluster conducted five trainings, organised two Logistics Cluster Global Meetings, supported the drafting of a chapter for a Network Paper on Supply Chain to be submitted to the World Humanitarian Summit and initiated the process to develop the 2016-2018 Logistics Cluster Strategy.

In addition the Logistics Cluster has been upgrading the Relief Item Tracking Application (RITA) to improve usability of the main accountability and reporting tool for common transport and storage services coordinated through the cluster.

Lessons Learned Exercises were conducted to assess the Logistics Cluster performance in Ukraine, Nepal and Central African Republic with the support of UNICEF, Save the Children, and ACF respectively.

During 2015, the Logistics Capacity Assessment (LCA) platform, comprising 77 LCAs, had more than 122,500 users with over 275,000 page views, an increase of 150% compared with 2014.

The Logistics Cluster website continued to be an essential tool for humanitarian actors involved in emergency operations with 1,240 products published through 2015 and almost 460,000 views, an increase of 140% in page views compared to the previous year.
2015 IN NUMBERS

13 Operations
Central African Republic, Democratic Republic of Congo, Ebola Response, Iraq, Malawi, Mozambique, Nepal, Somalia, South Sudan, Syria, Ukraine, Vanuatu, Yemen

439 Organisations
supported with coordination and Information Management and/or facilitation to common services

300 Organisations
supported with Coordination and Information Management

245 Organisations
supported with Logistics Cluster coordinated services

6,793 Service Request Forms

90,400 MT

1,599 Information updates across operation pages

52 Blog pieces published

457,311 Views

130% increase in followers

1,603 retweets

63% increase in likes

1,603 new posts
<table>
<thead>
<tr>
<th>GLC staff deployed</th>
<th>operations</th>
<th>days</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>8</td>
<td>1,176</td>
</tr>
<tr>
<td>staff members</td>
<td>from partnering organisations seconded to emergencies</td>
<td>1,685</td>
</tr>
</tbody>
</table>

GLOBAL MEETINGS

<table>
<thead>
<tr>
<th>57 attendees</th>
<th>37 organisations</th>
<th>63 attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lyon</td>
<td>Budapest</td>
<td></td>
</tr>
</tbody>
</table>

TRAININGS

<table>
<thead>
<tr>
<th>Logistics Emergency Team</th>
<th>Miami, September</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logistics Response Team Training</td>
<td>Brindisi, April &amp; December</td>
</tr>
<tr>
<td>Logistic Cluster Induction Training</td>
<td>Neuhausen, April</td>
</tr>
<tr>
<td>Information Management Training</td>
<td>Rome, December</td>
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</table>
The 2012-2015 Logistics Cluster Strategy was developed following the first cluster evaluation, conducted by WFP Office of Evaluation, The Netherlands Ministry of Foreign Affairs and UNICEF Office of Evaluations. On the basis of the feedback received from over 200 respondents representing Logistics Cluster participating organisations three strategic areas were identified, namely:

01 OPERATIONAL SUPPORT
02 ACCOUNTABILITY
03 POLICY
Provide services and information to support the humanitarian community

Operational support priorities were identified as the timely deployment of qualified staff, support from the Global Logistics Cluster to operations, tools and services to remain relevant, funding models, and training and partnerships.

In 2015 the Global Logistics Cluster support team deployed 14 staff covering eight Logistics Cluster operations for a total of 1,176 days, furthermore thanks to the secondee and Standby Partners systems in place organisations seconded 19 staff members to emergencies for a total of 1,685 days.

ACF seconded one staff to Vanuatu for 1 month. Welthungerhilfe (WHH) and THW seconded one Logistics Officer each to the Nepal response for 6 weeks and 27 days respectively. Two secondments from the Danish Refugee Council (DRC) sent one secondment to Ukraine for 4 months and one for 3 months to Malawi. In Malawi the Logistics Cluster also received a secondment from IrishAid for 2 months. Norwegian Refugee Council (NRC) provided one Logistics Officer for 7 months for the Syria response and one staff for three months to the Nepal response. RedR Australia sent one Logistics Officer to the Ebola response for a total of 6 months and one Logistics Officer for 3 months to Nepal. The Swedish Civil Contingencies Agency (MSB) seconded six staff including two GiS Officers for a total of 642 days to Iraq, Mozambique, Malawi, Nepal and Ukraine.

In addition the Global Logistics Cluster could avail of two secondees from the German Federal Agency for Technical relief (THW) for a total of 3 months, and one Logistics Officer from Action Contre la Faim (ACF) for one year.
The Logistics Capacity Assessment (LCA) is an important source of baseline, consolidated information related to the logistics infrastructure and services in a given country; a tool for organising information in a standard way across multiple countries.

Furthermore the LCA is a key component in emergency preparedness activities. The online platform that hosts the LCA is maintained by the Global Logistics Cluster and serves as a means of sharing the information with the entire humanitarian community. Since 2013, usage of the LCA platform has tripled. During 2015, the platform had more than 122,500 users with over 275,000 page views, an increase of 150% compared with 2014. Currently there are 77 LCAs available online. 20 LCAs are in the process of being updated, 13 of which will be the first publication on the platform or are currently published in a limited format.

The Logistics Cluster Relief Item Tracking Application (RITA) has been used to maintain records for all common services, facilitated by the cluster, for 11 emergency responses since coming online in 2013. Following a review of RITA implementation from the last 2 years, in 2015 the Logistics Cluster started upgrading the application to improve usability. RITA remains the main accountability and reporting tool for common transport and storage services coordinated through the Logistics Cluster. RITA is actively being used to support cluster operations in Nepal, Iraq, Syria, Ukraine, and Yemen.

In 2015 the Logistics Cluster resumed the Logistics Response Team (LRT) training. The module entails an eight day simulation, coordinated by approximately 40 facilitators, recreating the onset of an emergency from a Logistics Cluster perspective.
The objective of the training is to develop comprehensive emergency response management knowledge and capacities of senior logistics managers, hence preparing skilled Logistics Response Teams deployable to provide immediate operational logistics surge capacity during an emergency.

Two trainings were held in 2015, in April and December, with a total of 46 participants from 27 organisations and 72 facilitators from 22 organisations.

The Logistics Cluster organised an Information Management training at WFP HQ, on 1-3 December 2015, attended by 38 professionals, from eight different organisations, with experience as Logistics Cluster IM in field operations and/or experience with IM or reporting for WFP, other UN agencies and NGOs.

The outcome of the training was extremely positive. Participants acquired new skills and built on their knowledge of Logistics Cluster IM standards, procedures and tools to be better prepared to work with the Logistics Cluster in the field. Finally the training has been the occasion to launch the first draft of the Logistics Cluster IM Guide.

The Logistics Emergency Teams (LET) is composed of three of the largest global logistics and transportation companies: Agility, Maersk and UPS. Through this unique partnership established in 2006, the three companies work together to support the Logistics Cluster when large-scale, sudden onset natural disasters strike, by providing access to a global network of transportation and logistics expertise. Since 2006, the LET has been active in more than 18 emergency operations. In 2015 LET partners provided personnel for emergency operations in Vanuatu, the Philippines and Nepal. In Vanuatu a Logistics Manager was deployed to assist in coordination and support to the Government led response. In the Philippines, local LET representatives supported logistics coordination response, and in Nepal a custom expert was deployed at the border with India border to support the assessment of cross border movements.

The LET partnership proved instrumental in the Ebola response. UPS made available a 3,000 m² staging area in Cologne, Germany, to humanitarian organisations for the consolidation of air shipments and provided financial support for ground handling and screening services in the airport. Agility took leadership in coordination with Logistics Emergency Team (LET) for processing requests and was on standby to support with overland transport of relief items from suppliers in Europe to the Staging Area in Cologne. They supported swiftly transporting a shipment from Italy to Germany, when suppliers and transporters were operating at reduced capacity during the month of December. Maersk Group supported the humanitarian community with ocean freight, extension of container free days for specific shipments, donation of containers, loan of specialised equipment, inland transport in Europe, and ad hoc specialised knowledge for a total value of US$ 1 million.
(Further information in the Ebola dedicated chapter of this report). The LET regularly supports preparedness activities such as the collection of information for LCAs. In 2015 support was provided in collecting information to support the consolidation of LCAs for three countries, namely: Nigeria, Papua New Guinea and Guatemala.

To strengthen disaster preparedness, the LET in coordination with the Logistics Cluster conducts annual trainings of senior logistics employees of the three member companies in a disaster prone region. The objective is to familiarise participants with the humanitarian context, emergency mechanisms for disaster response operations, the Logistics Cluster and the cluster approach – all of which contribute to ensuring efficient support to the Logistics Cluster during emergency operations.

The 2015 training took place in Miami, building capacity for disaster prone countries in Latin America. The 21 participants who attended the three-day event in September represented 16 different countries in the Americas. Trainees were given first-hand experience of the challenges faced in a crisis, through a simulated earthquake response operation they learned how best to support humanitarian organisations using their logistics skills and local knowledge; core principles of the support the LET provides to the humanitarian community through the Logistics Cluster during emergency response.

Some activities included in the three-year strategy, approximately 20 percent of the initial plan, have not been completed and will be carried forward in 2016. These include setting up a Logistics Cluster roster, rolling out a Logistics Cluster Coordinator training, issuing a Field Handbook and updating the Logistics Operational Guide.
Remain accountable to all stakeholders

Ensuring systematic and reliable communication with stakeholders and their active participation in projects, and measuring the performance of the Logistics Cluster.

The Logistics Cluster participating organisations meet twice a year in different locations, bringing together senior logisticians from numerous humanitarian actors. These meetings provide an opportunity to discuss relevant Logistics Cluster operations, collect feedback from partner organisations on Logistics Cluster performance, present new initiatives and projects relevant to the field of humanitarian logistics and serve as a forum for strategic discussion concerning the further development of the Logistics Cluster.

In 2015, two Global Meetings were held, in May 2015 hosted by the Bioforce Institute in Lyon, and in November 2015 hosted by UNHCR in Budapest. The meetings included a special focus on the crisis in Yemen and Nepal, and the development of the Logistics Cluster 2016 - 2018 Strategy. Focus was also given to discuss preparedness activities including a potential pandemic response and humanitarian logistics professionalization, with the aim of building staff capacity for future crises. The two Global Meetings in 2015 involved the active participation of 120 attendees from a total of 37 organisations.

Logistics Cluster in Budapest
Photo by Logistics Cluster
LESSONS LEARNED

To ensure accountability to stakeholders, in 2015 the Global Logistics Cluster commissioned Lessons Learned Exercises assessing its performance in three operations, namely: Ukraine, Nepal and Central African Republic. Missions were conducted in cooperation with UNICEF, Save the Children and ACF respectively.

Lessons Learned are intended to improve the Logistics Cluster performance during present operations and preparedness for future interventions, by constantly tailoring the support provided to the humanitarian community in coordination, Information Management and in accessing common logistics services.

Ensuing the development of a Lessons Learned Protocol in 2014, these exercises are now conducted following a standardised procedure which includes regular Lessons Learned Surveys, missions, interviews with key stakeholders, such as NGOs, UN agencies and government representatives. This allows the Logistics Cluster to assess its performance, identify key gaps in the response to the emergencies and to ensure cluster accountability.

Lessons Learned have been integrated in the Logistics Cluster 2016-2018 strategy within Goal 4 - Learn and Drive Best Practices and are being incorporated in the 2016 workplan.

WEBSITE

The Logistics Cluster website (www.logcluster.org) continues to be an essential tool for humanitarian actors involved in emergency operations. Since January 2015 there have been almost 460,000 views, an increase of 140% in page views compared to the previous year.

A total of 1,240 products have been published on the website, including blog posts, infographics, regularly updated maps, operation overviews and other relevant information, key for humanitarian responders. Some of these information products have been used in national media, like the Italian daily La Stampa, and widely shared on social media.

Activities to be carried forward in 2016 include updating the stakeholder mapping and developing KPIs.
In 2015 the Logistics Cluster has been participating and providing inputs to interagency working groups such as the Information Management Working Group.

Furthermore, the Logistics Cluster has actively participated to the consultation process that is leading to the World Humanitarian Summit (Istanbul, May 2016) and supported the drafting of a chapter for a Network Paper on Supply Chain. The paper focussing on disaster-response supply chains, targets decision-makers in the humanitarian community from a non-logistics background, and aims to familiarise the wider humanitarian community with supply chain, its value, risks and opportunities ahead. The paper also aims at identifying potential challenges to the humanitarian supply chain and proposes activities to address them, identifying the prerequisites that key stakeholders must meet to affect change.

The Logistics Cluster has, in close cooperation with OCHA, a coordination role when Military and Civil Defence Assets (MCDA) are deployed in an emergency response.

In 2015 the Logistics Cluster has taken an active role in participating on issues and policy relating to logistics and foreign military assets in a number of fora, working closely with OCHA and regional bodies such as ASEAN.

In addition, the Logistics Cluster appointed a Liaison Officer to the Rome office who has been working on developing training material on Logistics Civil Military Coordination to build a roster of staff able to undertake field roles as specified in the UN Civil Military Coordination Guidelines.

German Military Aircraft loading relief items in Accra – Ebola response
All around the world people depend on markets and Cash and Markets-Based interventions are increasingly becoming a modality of choice for humanitarian programmes. However these interventions currently only amount to 6% of all aid. The Logistics Cluster is looking closely at these developments and exploring ways to provide guidance. In October 2015, the Logistics Cluster participated to a two-day workshop on Cash Transfer Programming in Bonn, Germany, that discussed the transformative potential of market-based interventions.

Furthermore, in 2015, the Logistics Cluster produced two new videos explaining the key role of logistics in Cash and Voucher Programmes and how multiplier effects can enable crisis-affected communities to rebuild their livelihoods when cash transfers are injected into markets. The video series and other guidance material are available on the dedicated page of the Logistics Cluster website (http://www.logcluster.org/cashandmarkets).

In mid-2015, the process to develop the Logistics Cluster Strategy 2016-2018 began. The role of the new strategy is to provide a direction, guide decisions on resources and activities of the Logistics Cluster community for the coming years. Initial discussions on the strategy development process took place at the Global Meeting in Lyon in May and the goals of the previous strategy (2012-2015) were reviewed.

Results from a survey circulated amongst partners following the meeting showed a high level of satisfaction with the 2012-2015 strategy and the need to focus on preparedness, proactivity, partnership and inclusiveness.

A working group comprised of 13 partner organisations was established to design the new strategy to address the needs of future emergency response scenarios, and perceived challenges that the humanitarian community will face. Based on inputs from the working group, a draft strategy working document was developed with four goals identified: Prepare, Operate, Network and Advocate, and Learn and Implement.

The draft strategy was shared with partners and the scope of the different goals, and priority activities were defined and reviewed during the Global Meeting in Budapest in November. The strategy was completed and published in March 2016.

The 2016-2018 Logistics Cluster Strategy includes a special focus on preparedness, on strengthening the response capacity of national actors and on leveraging the capacities of the Logistics Cluster partners, including through a shared roster and standard secondment agreements, to optimise the response. Here following is the visual summary of the 2016-2018 Logistics Cluster Strategy.
Vulnerable communities globally are effectively served in crises by a prepared and locally driven humanitarian logistics system.

**THE LOGISTICS CLUSTER** enables global, regional and local actors to meet humanitarian needs. **BEFORE CRISES** we work with stakeholders in high risk countries and regions to strengthen local capacities. **IN CRISES** where local capacities have been exceeded, we provide leadership, coordination, information and operational services. **GLOBALLY** the Logistics Cluster is a community of organizations actively working to overcome logistics constraints, develop and share best practices and solutions.

**01 PREPARE**
- Strengthen response capacity of national and regional actors

**02 NETWORK**
- Engage with actors at local levels
- Advocate for humanitarian logistics issues

**03 OPERATE**
- Provide crucial operational services and information

**04 LEARN**
- Continuous learning
- Identify gaps
- Share best practices

**ACCOUNTABILITY**

**PARTNERSHIP**

**SUSTAINABILITY & RESILIENCE**

**PROFESSIONALISM & INDEPENDENCE**
In 2015, the Logistics Cluster was involved in 12 projects of which the Logistics Cluster was funded as average at approximately 95% demonstrating donor trust in and engagement with the Logistics Cluster.

<table>
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<th>Recipient Country</th>
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<th>Requirement</th>
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<tr>
<td>Central African Republic</td>
<td>SO 200605</td>
<td>$3,591,437</td>
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<td>(shared with ETC)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Democratic Republic of Congo</td>
<td>SO 200747</td>
<td>$1,141,603</td>
<td>100%</td>
</tr>
<tr>
<td>West Africa Bureau (EBOLA)</td>
<td>SO 200773</td>
<td>$28,865,121</td>
<td>100%</td>
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<tr>
<td>(shared with ETC, UNHAS, UNHRD)</td>
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<tr>
<td>Iraq</td>
<td>SO 200746</td>
<td>$5,150,795</td>
<td>100%</td>
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<td>Malawi</td>
<td>SO 200685</td>
<td>$2,788,258</td>
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<tr>
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<tr>
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<td>SO 200848</td>
<td>$25,990,854</td>
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<td>Syria</td>
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<tr>
<td>Ukraine</td>
<td>SO 200821</td>
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<td>Vanuatu</td>
<td>SO 200830</td>
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<td>Yemen</td>
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<td>$20,482,060</td>
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</table>

1 CAR operation received $1,491,240 through the CERF in December to fund 2016 activities.
2 Portion of the funds received by the Logistics Cluster through the Ebola response SO
3 Syria operation received additional $5,242,136 at the end of November 2015.
4 Ukraine operation received additional $708,061 at the end of December 2015.
The Central African Republic is a sparsely populated and landlocked country, access is a significant challenge and so is reaching affected communities. The country lacks infrastructures and the existing ones are limited and/or in bad conditions. The widespread insecurity remains the main issue hampering the development of effective logistics and supply chain systems necessary for the humanitarian community to deliver aid assistance and emergency relief.

The Logistics Cluster was activated to coordinate the efforts of the different actors active in the country and support operational capacities in humanitarian cargo delivery to beneficiaries, as well as storage capacity.

Over the past two years, the Central African Republic has experienced a major political crisis which has resulted in a violent conflict. In September 2015 resurgence of violence in Bangui left 2.3 million people, more than half the population, in need of humanitarian assistance [OCHA January 2016].

Through regular logistics coordination meetings, the Logistics Cluster has been supporting humanitarian organisations to optimise the use of resources available at regional and local levels, identify gaps, while avoiding duplication of efforts.

The Logistics Cluster has been playing a key role in Information Management, producing and/or sharing IM products crucial to ensure effective coordination and to inform agencies’ decision making. In 2015 an IM Officer has been deployed to Bangui to provide direct support to coordination and information management activities.

The Logistics Cluster has been supporting the organisation and movements of transport vehicles and access to common storage provided by Atlas Logistique/Handicap International and by PU-AMI and the air transport of cargo and passengers carried out by UNHAS and ASF. The cluster has also been providing significant support to road and airstrip rehabilitation projects led by Atlas Logistique/Handicap International and ACTED.
LESSONS LEARNED

As part of the Global Logistics Cluster strategy and WFP mandatory requirements for L3 emergencies, the Logistics Cluster commissioned a Lessons Learned exercise in Central African Republic, in October 2015. The objective was to draw lessons learned from the Logistics Cluster operation, for the period July 2013 to 31 October 2015, assessing the relevance/appropriateness, efficiency, and effectiveness of the Logistics Cluster response.

Findings show that Coordination activities were appreciated throughout, however, the Logistics Cluster strategy in the period going from July 2013 to December 2014 was found to be inadequate to address the needs of the humanitarian community to effectively and efficiently reach the beneficiaries with relief items.

The strategy of the Logistics Cluster did not change significantly in 2015; however, the perception of organisations changed. The main contributing factors were leadership, staff continuity and more resources.

On the basis of these findings, recommendations highlighted in the Lessons Learned Report entail ensuring WFP proactive cluster leadership at all levels; invest in staff continuity and skillset; develop a common services strategy; ensure continued and aligned support by the Global Logistics Cluster.

From the blog

Le Cluster Logistique assiste la réhabilitation d’ouvrages d’art en RCA

Dans le cadre du projet du PAM «Special Operations 200605» 22 ponts entre Bocaranga et Bozoum et une digue a Bozoum ont été réalisés tandis que des autres 20 ponts et un ferry entre Bozoum et Bossangoa sont en cours de réalisation par l’organisation non gouvernementale ACTED.

C’est aussi en raison de cette expertise, que des financements supplémentaires ont été obtenus par le PAM et ACTED à travers le Fonds central pour les interventions d’urgence (CERF). Le projet financé par le CERF prévoit la mise en uvre d’un programme d’assistance visant à améliorer l’accès aux bénéficiaires par les organisations humanitaires, notamment à travers la constitution d’une brigade d’intervention rapide (BIM), opérationnelle depuis la mi-octobre, pour une durée d’un an.

Cette Brigade d’Intervention Mobile menée par ACTED sous la supervision du Cluster Logistique enregistrera les alertes collectées par les partenaires qui font partie du Cluster Logistique, et, en priorisant les points critiques, effectuera des évaluations techniques et réalisera les interventions de réhabilitation d’ouvrages d’art. La BIM a déjà réhabiliter 20 ponts entre Paoua et Bossemptélé, et 10 ponts, un ferry et 3 ponts tubulaires entre Grimari et Kouango.
Numerous factors, including widespread and extreme poverty, armed conflicts and insecurity have created in the Democratic Republic of the Congo (DRC) one of the world’s most complex and long-standing humanitarian crises.

Seven million people are in need of humanitarian aid [OCHA, December 2015], however limited and poor infrastructure and transport networks and continuing insecurity and conflict mean the delivery of food and non-food items to vulnerable populations continue to present major logistical challenges to the humanitarian community. In addition, during the rainy season humanitarian efforts are further hampered by increased deterioration of roads.

The extremely poor condition of road, bridge, and airstrip infrastructure is identified by the humanitarian community as one of the main obstacles to the effective delivery of relief items to vulnerable populations in remote areas. The Logistics Cluster has been supporting humanitarian actors in identifying and addressing logistics bottlenecks and gaps, especially regarding road and air access and in road rehabilitation, including bridges and dams.

The Logistics Cluster is operational in Kinshasa and in the provincial capitals of Bukavu, Goma, Bunia, Mbandaka and Kalémie, to coordinate logistics response for the humanitarian community. Around forty organisations participate in the Logistics Cluster’s activities and attend regular coordination meetings at national level and technical fora at provincial level. The Logistics Cluster coordinates with other clusters during Weekly Inter Cluster Working Group Meetings.

The provision of relevant logistics information to the humanitarian community has been crucial in enabling timely, effective and efficient delivery of humanitarian assistance. A wide range of Information Management products and mapping services has been provided to the humanitarian community improving access and reach to the affected population.
Le Cluster Logistique fait le point sur la situation au Maniema

Dans son rôle de coordination et de support en RDC, le Cluster Logistique vient de participer à une Mission conjointe (18-26 Septembre) à l’initiative d’OCHA sur les territoires de Lubutu et Kabambare (village de Kabeya) dans la province du Maniema. Cette région présente d’importantes difficultés d’accès à la fois à cause d’infrastructures insuffisantes ou inadaptées, et par l’activité de groupes armés et de conflits intercommunautaires, cause aussi d’importants déplacements de population (près de 115 000 personnes déplacées internes et 80 000 retournés).

L’objectif de cette Mission était d’évaluer la situation actuelle au Maniema en identifiant les besoins prioritaires des populations au regard des capacités disponibles localement. Il était aussi question pour le Cluster Logistique de considérer les besoins, versus capacités logistiques, ainsi que l’activité des marchés locaux.

Au cours de la Mission, une réunion du Cluster Logistique a été organisée à Kindu, capitale de la province du Maniema. Parmi les recommandations émises, les participants ont mis l’accent sur le renforcement des capacités de collecte des données : utilisation du GPS, formulaires de collecte de données, ainsi que le recensement des infrastructures de transport (route, fleuve, voie ferrée, aérien). « Pour améliorer la réponse humanitaire dans cette zone enclavée du Maniema, il est essentiel de bien utiliser les outils et instruments de collecte de données et d’avoir une carte d’accessibilité à jour » ont souligné les participants à la réunion.

*From the blog*
EBOLA RESPONSE

September 2014 – December 2015
Logistics Cluster operation

21 million
affected people

103
Organisations supported

159
Information Management products published

79
Coordination meetings

100%
Funded

$ 29.9 million
requirement

$ 28.9 million
received

BACKGROUND

In March 2014, a rapidly evolving outbreak of Ebola Virus Disease started in Guinea and subsequently spread to Liberia, Sierra Leone, Nigeria, Senegal, and Mali. By August 2014, the World Health Organization (WHO) declared the Ebola outbreak in West Africa a Public Health Emergency of International Concern and issued a “roadmap” to scale up the international response. In September 2014, the UN Secretary General established the United Nation Mission for Ebola Emergency Response (UNMEER) to scale up the response to the EVD outbreak and coordinate the overall planning and implementation efforts of the UN agencies, national governments, and other humanitarian actors.

Upon request of WHO, and due to its expertise in logistics, engineering and telecommunications, WFP had been requested to provide dedicated Common Services to the Ebola Response. The task of the overall planning and coordination, directing the efforts of the UN agencies, national governments, and other humanitarian actors to the areas where they are most needed, was assigned to the United Nations Mission for Ebola Emergency Response (UNMEER).

On 12 September 2014 the WFP-led Logistics Cluster was formally activated in Liberia and operating in support of UNMEER also in Sierra Leone and Guinea in close coordination with the governments the three affected countries. The Logistics Cluster assisted the humanitarian community offering coordination, information and facilitating common logistics services in support of the health response.

Activities were implemented under a Special Operation which ended on 31 December 2015. The WFP regional logistics Common Services platform was converted into three country-specific Special Operations in Guinea, Liberia and Sierra Leone, enabling WFP to continue to provide a highly able and dedicated rapid response mechanism, while supporting the development of Government capacity and ensuring that potential Ebola flare ups can be quickly detected and effectively addressed by national Governments.

COORDINATION

The Logistics Cluster set up a coordination structure in Guinea, Liberia and Sierra Leone to support the humanitarian community across the three countries, engaging with the existing national structures for coordination at technical level, with the different Ministries of Health, and the highest level in National Ebola Task Forces.

Regular Coordination Meetings have been held in key locations and close collaboration has been maintained with the health actors and national governments in Guinea, Liberia and Sierra Leone.
Information Management

The Logistics Cluster has been providing Information Management services to the humanitarian community with the aim of supporting operational decision-making to improve the efficiency of the logistics response, by consolidating information from the humanitarian community and local authorities on the overall logistics situation, as well as on logistics gaps and bottlenecks.

Information products, including GIS mapping products, have been shared with humanitarian organisations and published on the Logistics Cluster website dedicated page on the Ebola operation.

Logistics Cluster Coordinated Services

The Logistics Cluster has been addressing key logistics bottlenecks which hampered the delivery of medical supplies and other commodities requested by the humanitarian community. The cluster has been facilitating access to WFP logistics services enabling the swift movement and storage of necessary life-saving supplies to support efforts to stop the spread of the disease, reaching and maintaining zero cases across the region.

The Ebola outbreak posed unprecedented challenges for the humanitarian community. The rapid spread of the virus, the need for specialized products to treat and isolate it, and the interruption and re-routing of transport services to the affected countries, called for a swift implementation of alternative logistical strategies to secure the urgent delivery of life-saving supplies.

The suspension and critical reduction of international commercial air services to Ebola-affected countries, forced the humanitarian community to rely on dedicated charter flights to maintain continuous supply provision to contaminated areas. However, with only a handful of organisations with sufficient stocks to fill charter planes on a weekly basis, and the difficulty, and geographical spread, in sourcing specialised supplies to tackle the virus, air cargo consolidation rapidly became a crucial requirement in the global humanitarian Ebola response.
The Logistics Cluster-led Air Coordination Cell (ACC), hosted by UNICEF’s Supply Division in Copenhagen, and the Cologne Staging Area, supported by UPS and the Cologne Bonn Airport were established in response to these challenges and needs from October 2014 until February 2015.

The Air Coordination Cell (ACC) was a UNICEF and WFP initiative developed in collaboration with the Logistics Cluster.

Services included:
- Daily updates and ad hoc information bulletins on available commercial services, organisations’ charters and humanitarian airlifts;
- Consolidation of charter schedules, with a view of maximizing use of aircraft capacity;
- Coordination of allocation of cargo space in shared charters;
- Facilitation of access to competitive airfreight prices, due to aggregated demand;
- Monitoring and analysis of market trends with different freight forwarders and/or air charter operators;
- Customer Service focal point for the Cologne Staging Area, receiving, reviewing and processing organisations requests for airlift services on WFP Common Service Special Operation-funded flights.

Through the in-kind support of Logistics Cluster’s private partner UPS and Cologne Bonn Airport, a staging area in Cologne, Germany, was made available to humanitarian organisations for the consolidation of air shipments for the Ebola response. The Cologne Staging Area provided frequent air transport opportunities to Ebola-affected countries, thus reducing delivery times of life-saving supplies, and facilitated critical cost-saving.

Services included:
- Provision of up to 3,000 m² of free bonded storage for humanitarian supplies and operation support equipment, for the Ebola response in Guinea, Sierra Leone, and Liberia;
- Free screening, handling and off-loading of cargo from trucks;
- Free daily stock reporting, cargo tracking and visibility during storage;
- Facilitation of funded flights and cost-recovery flights for the Ebola response, including 10 WFP Common Service Special Operation-funded flights.

In addition Agility provided support with overland transport of relief items from suppliers in Europe to the Staging Area in Cologne and with a swift shipment from Italy to Germany, when suppliers and transporters were operating at reduced capacity during the month of December.

During the five months the operation was activated, medical supplies, protective equipment, safety kits and WASH items, as well as food, vehicles and tents, were transported from the Cologne Staging Area to Liberia, Sierra Leone and Guinea on behalf of international organisations, government institutions, NGOs and UN agencies. The Air Coordination Cell produced an average of 111 daily information updates, reaching more than 171 humanitarian staff from 42 organisations. It processed 254 shipment requests from 49 organisations, leading to the actual consolidation of 1,144 mt of cargo. Meanwhile 40 organisations booked cargo transportation services on the WFP Common Services flights for a total of 932 mt of emergency supplies.
Additional support came from Maersk Group with a donation of US$ 1 million that included: free ocean freight of 484 containers for 21 organisations; donation/loan of 77 containers to over 50 organisations, loan of a 2.5 mt forklift for 2 months to WFP; inland transport in Europe and the United States for MSF and the Government of Liberia; extension of container free days for UNDP and IFRC. The financial impact of the donation to the receiving organisations was higher than US$ 1 million as it excludes transaction costs (time spent on procuring services and equipment, market value of containers versus Maersk internal disposal value).

In the Ebola affected countries, the Logistics Cluster has facilitated transport and storage services to the humanitarian community for organisations to reach affected communities and provide the necessary treatment, with storage areas identified to support the different locations. Requests have been monitored using the Logistics Cluster Relief Items Tracking Application (RITA). Since 4 September 2014, the Logistics Cluster facilitated across Guinea, Sierra Leone and Liberia the transportation of 30,594 mt (126,300 m³) of cargo on behalf of 103 organisations, and the storage of 22,994 mt (168,500 m³) of cargo on behalf of over 77 organisations.

Mobile Storage Units (MSUs), provided by WFP, were loaned to the humanitarian community and used for temporary storage purposes and as part of Ebola treatment facilities and hospitals. Other logistics equipment, such as tents, generators and office prefabricated units were made available to humanitarian organisations by WFP on an ad-hoc basis, depending on availability and needs.

Strong Civil-Military Coordination was key in ensuring effective delivery. This included the German Airforce delivering cargo to all three countries in coordination with WFP and UNMEER and the UK Navy transporting by helicopters materials for setting up the Kumala - Medical Support Camp - construction coordinated by the Logistics Cluster and carried out by THW technical staff and with THW donated kit camp.

In addition the Netherlands navy transported essential humanitarian supplies, including containers of assorted medical supplies, ambulances, 1,500 mt of food and a self-contained mobile laboratory. The materials were donated to the three governments through various humanitarian agencies, as part of a coordinated European response. The Logistics Cluster provided extensive support to the mission with the documentation and customs clearance processes for the donated material, as well as facilitating port services, ensuring no delay between the arrival of material and its dispatch to field sites.

**PANDEMIC PREPAREDNESS**

Following the Ebola epidemic, there is global recognition for the need of strong and swift worldwide action to enable effective and efficient response operations in support of affected developing countries.

As no single sector can meet this challenge alone, a public-private partnership solution that leverages the unique capacities of UN agencies, the private sector, intergovernmental organisations and other sectors was recommended as the most effective way to improve global response, thus bringing together WHO, UNICEF, Henry Schein, UPS, BD, WEF, CDC, World Bank and WFP as the main actors.

Since its inception in February 2015, the group that gathered around the objective of strengthening Pandemic Supply Chain capacities is currently developing collaboration between main actors on six principle elements of the Pandemic Supply Chain, i.e. geographic mapping of vulnerability; critical supplies; virtual supplies; strategic reserves; supply chain information management and downstream logistics.

WFP and The Logistics Cluster are currently supporting the work and development of the six principle elements mentioned above, with dedicated staff and expertise.

* 21 million is the approximate total population of the three affected countries. There is no official figure on the people directly and indirectly affected by the Ebola outbreak. However the epidemic had in those countries devastating effects, beyond the 28,457 reported cases, on the health systems, the economy, and social structure: airlines cancelled their flights, schools were shut down, entire villages were quarantined, crops could not be harvested, fields not planted. The Ebola response was tailored to bring large scale humanitarian assistance to a complex emergency.
BACKGROUND

The surge in violence between armed groups and government forces in Iraq has resulted in an estimated 3.2 million internally displaced persons (IDPs) across the country and left more than 8.6 million in need of humanitarian assistance [OCHA, November 2015].

The humanitarian situation continues to deteriorate and grow more complex, as conflict protracts, coping capacities diminish, and funding falls short. A cholera outbreak in September, amidst the large-scale humanitarian emergency, caused strain on the deficient water supply systems. Access to affected areas and population in need is extremely unpredictable and remains challenging. This is further exacerbated by the difficulty in collecting information on the condition of the existing logistics infrastructure due to security constraints.

In 2015, in alignment with the revised Humanitarian Response Plan (HRP), the Logistics Cluster has been requested to scale up its support to address logistics gaps and bottlenecks.

COORDINATION

In 2015 Logistics Coordination Meetings have been held in Erbil, Dahuk and Baghdad to address logistics gaps and bottlenecks, to coordinate and facilitate the prepositioning and shipment of relief items, and to develop common solutions for an improved humanitarian response.

INFORMATION MANAGEMENT

The Logistics Cluster has supported the humanitarian logistics response by providing logistics information to the humanitarian community supporting 34 organisations across the country. The Logistics Cluster has an established Information Management cell with a dedicated Information Management Officer and a GIS Officer in Erbil. In addition the Logistics Cluster organised training activities on warehouse and commodities managements and GPS/road assessment to support UN agencies and NGOs capacity building efforts and enhance national staff skills in logistics-specific subjects. 75 national and international staff being trained from 28 organisations benefited from these training activities.

Logistics Cluster information products include Situation Updates, Operations Overviews, Meeting Minutes and Maps, which are available on the dedicated Iraq Logistics Cluster webpage. Supplier lists and indicative transport/warehousing price lists are also available upon request and accessible via the updated Iraq Digital-Logistics Capacity Assessment (LCA).
LOGISTICS CLUSTER COORDINATED SERVICES

The Logistics Cluster has been facilitating temporary storage and ad hoc transport services through Erbil and Dahuk bases, establishing a hub in Baghdad in support of emergency operations, contingency capacity and prepositioning, coordinating the planning of interagency convoy and emergency airlift when requested, ensuring coordination and support to the Rapid Response Mechanism as required.

The Logistics Cluster has supported 15 organisations facilitating storage of 2,331 mt of cargo.

**Strategic Airlifts**

The Logistics Cluster, through WFP, maintained a contingency airlift capacity measure to assist in the implementation of emergency programmes. In January 2015 an airlift operation was conducted in support to the winterization campaign on behalf of IOM.

**Visualising access constraints: the Logistics Cluster provides GPS and Road Assessment training in Iraq.**

As the movement of staff is restricted, it is crucial to have qualified personnel in several locations across the country that can assess road conditions. The Logistics Cluster in Iraq trained 29 staff from 14 organisations in collecting road assessment information. Fabrice, the Logistics Cluster GIS Officer, who regularly produces access constraints maps prepared two trainings for logistics and security staff from organisations active in Dohuk and Erbil: “It was a great experience to see participants engaged in learning how the use of geographic information can benefit their daily work”.

Part of the training was dedicated to practical waypoints collection and road assessment exercises. Presented with different scenarios, participants had to use the Logistics Cluster SDI-T road assessment form to gather information on road conditions, access and hazards such road blocks and floods. “Prior to the training in August I had little knowledge on how to collect operationally relevant data” – emphasized one of the participants – “now I know how to take GPS coordinates, and how vital they are to produce detailed maps. Next time I come across a damaged bridge, or an interrupted road, I will know that there is something I can do to help colleagues in their daily duties and that my GPS and road assessment skills will make a difference. The information I share can be used to study alternative roads and to quickly initiate repairs. The humanitarian aid we transport will arrive to its destination”.

*From the blog*
MALAWI

January 2015 – April 2015

Logistics Cluster operation

BACKGROUND

Heavy rains began in Malawi in late December 2014 and accelerated quickly in early January 2015, resulting in 400 percent higher than average rainfall over a one week period. Flash floods washed out roads and bridges damaged thousands of hectares of crops, washed away livestock and displaced hundreds of thousands of people. On 13 January, the President of Malawi declared a state of national disaster across 15 of the country’s 28 districts and appealed to the international community for support.

The Government of Malawi activated ten government-led humanitarian “coordination clusters”, including Transport, Logistics and Infrastructure, co-led by UN agencies and supported by cooperating partners and NGOs. Clusters issued appeals for tents, food, non-food items, and support in search and rescue activities.

A number of gaps were identified in the delivery of the humanitarian response, including access to affected people due to damage and road blockage caused by the flooding, insufficient storage capacity, lack of coordinated transport support and interagency cargo tracking system and lack of coordination between Civil and Military actors.

The Logistics Cluster provided support to the humanitarian community to ensure delivery of life-saving and life-sustaining relief assistance to the most affected populations and to promote stronger coordination and information sharing between respondents in order to mitigate any duplication of efforts and maximize the use of available logistics assets.

COORDINATION

The Logistics Cluster Coordination Cell was activated in Lilongwe with a dedicated Logistics Cluster Coordinator who ensured coordination of the logistics response in support of the humanitarian community and Government Disaster Management Agencies.

The Logistics Cluster organised regular coordination meetings with the humanitarian community and government counterparts in Lilongwe and in Blantyre to share information on the logistics situation, bottlenecks, gaps and records decisions taken.

In addition the Logistics Cluster participated in meetings of the Department of Disaster Management Affairs and other authorities to ensure effective coordination with the Government.
**INFORMATION MANAGEMENT**

The Logistics Cluster, through a dedicated Information Management Officer based in Lilongwe, provided Information Management support including consolidation and information sharing between the humanitarian community and local authorities on the overall logistics situation, operational information updates, Situation Reports, bulletins, snapshots, flash news and briefings.

**LOGISTICS CLUSTER COORDINATED SERVICES**

Temporary storage capacity and staging areas were established for the trans-shipment of relief supplies and personnel. Temporary storage services included handling, consolidating and tracking commodities through a cloud based technology information sharing platform.

In parallel UNHAS established an air operation to facilitate transportation of relief supplies and workers to areas inaccessible by road. One heavy-lift helicopter and two small capacity helicopters were deployed to transport humanitarian cargo, as well as aid workers, to areas cut off by the floods.

In addition to UNHAS cargo services, the Logistics Cluster facilitated access to assets belonging to the Government of Malawi including its military helicopters provided for the air-lift of urgent relief cargo to areas cut off by flood waters. Road transportation, depending on road conditions, was facilitated by the Logistics Cluster for interagency cargo on a full cost recovery basis. Where regular trucks did not have access, the Logistics Cluster provided 4x4 truck services free to user.

The Logistics Cluster also facilitated boat transportation for personnel and cargo within the Nsanje flooded area. Nsanje district became an island due to the devastating floods that increased water levels of the Shire River. By air and boat, the Logistics Cluster was able to allow for safe access to the 42,000 people stranded on this island. In total, 497 mt of cargo and 477 passengers were transported by boat on behalf of 16 organisations. This solution was particularly successful and led the local authorities to purchase one airboat to better prepare in the event of new floods.

**From the blog**

**Extraordinary Circumstances Require Creative Solutions**

“An airboat has been brought into the Malawi Flood Relief special operation from South Africa to transport humanitarian passengers within flooded areas inaccessible by road. Other boats have failed to be of use in this emergency due to the sand, silt, and low water volume levels that have left propellers damaged; an airboat has a flat bottom and is designed specifically for these types of conditions. Passengers included personnel from MSF Belgium, IOM, UNOCHA, DODMA, GOAL Malawi and the Malawi Land Housing and Urban Development.”

*Airboat - Photo: Logistics Cluster*
LESSONS LEARNED

The Logistics Cluster conducted a Lessons Learned Exercise to report on the accountability of the Logistics Cluster operation, particularly in the aspects of relevance, efficiency and effectiveness and to draw lessons, recommendations and identify "best practices". A thorough desk review including the feedback from stakeholders' interviews and a user survey was conducted.

Based on the findings the main recommendations outlined in the report include: increasing the understanding of the role of Logistics Cluster within WFP, the humanitarian community and host governments; completing IM Guidelines and include in the Logistics Cluster Field Handbook; providing clear guidelines on service coordination including a review of SoP template; offering training on cargo tracking tools.
The Government of Mozambique declared an institutional red alert on 12 January 2015 following severe seasonal flooding that hit the Central and Northern provinces of Mozambique causing widespread damage to infrastructure and supply routes and affecting approximately 177,645 people with many currently seeking temporary shelter in 49 accommodation centres.

In Zambézia, the most critically affected province, the Licungo river basin flooded causing damage to road and bridges infrastructure and interrupted regular supply routes. Given the significant level of destruction, the Humanitarian Country Team (HCT) called upon the humanitarian community to respond with immediate support to the Government.

The floods cut off primary transport routes to the affected areas, and damaged transportation infrastructure making necessary to intervene with road, river and air transportation.

The Logistics Cluster, through lead agency WFP, assisted the Government where requested and acted as co-lead, supporting the Government and humanitarian community with logistics services, coordination and information sharing.

Strong coordination and information sharing amongst the various humanitarian actors was key in order to mitigate the duplication of efforts and maximise the use of available logistics assets.

A Logistics Cluster Coordination Cell was established in Maputo and Quelimane and staffed with a Logistics Cluster Officer to facilitate the overall response strategy and facilitate the use of common logistics services through the management of Service Request Forms (SRFs).

As part of the logistics coordination mechanism, the Coordination Cell also ensured liaison with the National Authorities, through the National Disaster Management Agency as well as regular coordination meetings with the humanitarian community and government counterparts to share information on the logistics situation, bottlenecks, gaps and decisions taken.
INFORMATION MANAGEMENT

The Logistics Cluster deployed Information Management Officers in Maputo and Quelimane to facilitate the consolidation of information on the overall logistics situation and on logistics gaps and bottlenecks, as well as to provide updated information on operational data such as customs’ procedures and prioritization of cargo. In addition several key products, such as Situation Reports, bulletins, snapshots, flash news, briefings and maps, were published on the Logistics Cluster website.

LOGISTICS CLUSTER COORDINATED SERVICES

Consolidation and grouping of relief items for transportation appeared as a necessary mean to maximise the use of available road transport assets and the limited capacity of reliable storage.

The Logistics Cluster facilitated the availability of transhipment hubs for humanitarian organisations on a free to user basis in the key locations of Quelimane, Mocuba, Nicoadala, Caia and facilitated road and river transportation and airlifts of relief items.

Since the start of the operation on 18 February to 23 March, the Mi8 WFP helicopter allocated to the flooding emergency response in Zambézia transported more than 199 mt (1,185 m³) of food and non-food items (NFIs) to 18 destinations.

During the operation, the Logistic Cluster through lead agency WFP, facilitated the transportation of over 9,440 items, 136 mt of NFI on behalf of the government, COSACA (Consortium of Care International Save the Children and Concern), CVM and UNICEF via 12 trucks from Quelimane to several locations within Zambézia.
According to the Government of Nepal, close to 9,000 fatalities resulted from the 25 April and 12 May 2015 earthquakes destroyed 602,592 houses and damaged 284,482. The initial humanitarian response has been hampered by significant logistics challenges owing to Nepal's mountainous and landslide-prone terrain which, paired with poor weather conditions due to the monsoon, frequently disrupt access to the affected areas. Despite a significant improvement in the overall humanitarian situation, a number of earthquake-affected people continue to require humanitarian assistance.

The geographical area affected by the earthquake is mountainous and remote. Most of these areas can only be reached by small or off-road trucks, whilst others are only accessible by air or porters and pack animals. This created extreme logistics challenges in implementing large scale operations. The magnitude of the disaster and number of people affected called for a coordinated and efficient response from the international community to avoid bottlenecks and possible overlaps in efforts, hence the activation of the Logistics Cluster on 27 April.

Logistics Cluster Coordination Cells were established in Kathmandu and in the three main regional operational areas, Gorkha, Dhading and Sindhupalchok District, to support overall coordination of the Logistics Cluster operation in Nepal. Regular Logistics Cluster Coordination meetings were held with over 130 organisations for the purpose of briefing on, updating, and revising operational plans as needed; information sharing; analysis of existing and emerging logistics gaps and bottlenecks.

In addition the Logistics Cluster has been liaising with the National Authorities to coordinate Civil-Military interaction with national and international military entities to maximise the use of air military assets in relief activities and address custom clearance issues.

As of 31 December, over 300 Information Management products have been published, and 4,481 new users have visited the website, producing 27,580 page views. 888 users are currently subscribed to the dedicated Nepal mailing list.
LOGISTICS CLUSTER COORDINATED SERVICES

The WFP Country Office preparedness activity together with the WFP Regional Bureau and the Government of Nepal, including the construction of a Humanitarian Staging Area (HSA), was crucial in ensuring an effective and efficient response. In fact a response strategy and operation outline was available at the onset of the earthquake and a strong surge team could be identified immediately. The HSA at the airport was available to meet one of the key initial challenges to the response, i.e. alleviate congestion at the Kathmandu Tribhuvan International Airport (TIA). At the beginning of the response, TIA represented the sole international air entry point into Nepal that could accommodate commercial cargo freighters, however the increased traffic caused congestion at the small airport. The Humanitarian Staging Area (HSA) was activated in Kathmandu airport as the key logistics hub handling all non-food items arriving in the country for the relief operations.

The Logistics Cluster facilitated the handling of 31,600 mt of cargo (equivalent of 1,947 C130 planes) for 161 organisations. Total storage capacity offered in country to the humanitarian community amounted to 9,040 m².

Remote Access Operation (RAO):

In the framework of the Remote Access Operation (RAO), trail rehabilitation and last mile transport to otherwise inaccessible and high altitude locations was provided in the six districts of Gorkha, Sindhupalchok, Dolakha, Dhading, Rasuwa, and Okhalduna. This operation was designed to complement road and air transport to provide immediate essential supplies to sustain local communities living above the altitude of helicopter access, and to help quake-stricken areas recover faster re-establishing access to isolated communities by rehabilitating the main artery trails that constitute the lifeline of these communities.

As of 31 December, WFP employed 22,269 people and rehabilitated 888 km (214 trails). The Logistics Cluster has been coordinating the transport of 1,044 mt of food and 637 mt of Non-Food items that have been delivered through porters and pack animals.

From the blog


What do trail rehabilitation programmes, skilled porters, pack animals and far-flung mountainous regions have in common? They are all part of the Logistics Cluster-led Remote Access Operation, a vital and intrepid project helping rural communities, living in some of Nepal's worst earthquake-affected areas, rebuild their lives. As well as to expedite short-term disaster relief operations, RAO is also designed for long-term community-oriented recovery. Re-establishing safe routes and passageways is set to boost local economies; revitalise access to markets; restore livelihoods destroyed by the earthquakes, and provide employment opportunities for communities living in areas where tourism, a crucial driver for economic growth, has been severely interrupted. Thanks to their efforts, a common logistics supply chain has been successfully established to bring food, shelter, health kits and medical supplies to rural communities living in villages located far above the altitude for road and helicopter access.
LESSONS LEARNED

The Logistics Cluster commissioned a Lessons Learned exercise in September 2015 with the objective of assessing the relevance, appropriateness, efficiency, and effectiveness of the Logistics Cluster response in Nepal.

The Lessons Learned found that the Logistics Cluster response was well-executed and in general enabling organisations to deliver lifesaving relief materials to the affected population.

The report highlights as key to the success of the operation a highly proactive partnership approach and it therefore lists among the recommendations the need to further strengthening partnership strategically engaging organisations.

Another factor contributing to the strong performance of the Logistics Cluster was the investment in preparedness, therefore the report recommends for further integration of preparedness activities at global, regional and country level and for a strategy ensuring strong surge capacity.

Among the challenges identified was the incomplete overview of the requirements, including upstream pipeline information and prioritisation of needs. The action recommended in the report is an institutionalized and proactive communication and engagement strategy.
Since March 2014, the humanitarian situation in Somalia has deteriorated significantly due to clashes among armed groups. Severe instability has directly affected eight of the eighteen regions in Somalia, an approximately 5 million people are in need of humanitarian assistance [OCHA, October 2015]. Local markets and commercial activities have been severely affected. Road transport has been significantly impeded, leaving the humanitarian sector with limited options to deliver lifesaving cargo to populations displaced across the country.

Insecurity and limited access restrict the movement of personnel and humanitarian cargo. Several key operational areas are only accessible by air and some areas are inaccessible completely due to active hostilities. Infrastructure for storage and distribution is limited in the affected regions and restricts the ability to plan distribution. In addition, access to and operation of existing warehouses is limited by the volatile security situation.

A Coordination Cell was established in Nairobi to oversee the operation and allow for liaison with other clusters and relevant organisations and entities. Monthly Logistics Cluster coordination meetings are held in Nairobi as well as InterCluster Working Group Meetings.

The Logistics Cluster has been providing Information Management in support of operational decision making to improve the efficiency of the logistics response. These services include consolidation and dissemination of logistics information, as well as guidance to organisations, updates on logistics gaps and bottlenecks and support to assessment missions.

In 2015 the Logistics Cluster has been supporting the humanitarian community facilitating access to common services – sea transport, airlifts and storage – provided by WFP on a cost recovery basis.
Continued violence across the three conflicting states of Unity, Upper Nile, and Jonglei resulted in the displacement of an estimated 1.6 million people [OCHA - December 2015] disrupting livelihoods and institutional structures, leading to public health risks and food insecurity, hence creating a continued need for delivery of frontline services to affected populations.

Ongoing insecurity and active violence continue to affect the majority of South Sudan’s weak road network, isolating communities in need and rendering the provision of humanitarian assistance extremely difficult with most areas accessible only by air.

In addition to the insecurity constraints, large quantities of humanitarian aid must be moved quickly over vast distances in a country with one of the most complex, difficult, and costly operating environments in the world.

The Emergency Relief Coordinator in Southern Sudan activated the Logistics Cluster in October 2010. Formal secession followed on 9 July 2011 and the Logistics Cluster continued working to ensure the humanitarian community had access to otherwise inaccessible locations due to conflict or limited road infrastructure.

Weekly coordination meetings have been held in Juba and other key locations such as Malakal and Rumbek to ensure effective interagency response by sharing relevant logistical information, identifying bottlenecks and finding appropriate solutions.

The Logistics Cluster has been providing critical information management support, sharing customs and tax exemption regulations, access constraints maps and other GIS mapping services, particularly crucial given the continuous fluctuation of IDP locations and populations.

In 2015, 160 Information Management products have been published, and 1,891 new users have visited the website, producing 10,761 page views.
LOGISTICS CLUSTER COORDINATED SERVICES

The Logistics Cluster plays an instrumental role in South Sudan ensuring the humanitarian community access to hard to reach locations.

In 2015 the Logistics Cluster has been facilitating access to air assets and coordinated cargo airlifts of 4,583 mt of humanitarian cargo to 85 strategic locations. IOM provided essential support by offering shunting services to and from airstrip distribution sites in the country, namely: Bentiu, Malakal, Bor, Rumbek, Melut/Paloich.

In addition the Logistics Cluster has been facilitating barge transport of 1,254 mt of relief items and common storage facilities were made available in 12 key locations for a total capacity of 11,200 m².
SYRIA

October 2010
Logistics Cluster operation

13.5 million people in need of humanitarian assistance

23 Information Management products published

51 Coordination meetings

9,572 mt Transport

5,676 mt Storage

37% Funded

BACKGROUND

As a result of four years of clashes and civil unrest in Syria, more than 6.6 million people have been displaced internally, requiring a concerted effort by the humanitarian community to provide displaced families with critical aid, including food and non-food items. Overall, an estimated 13.5 million people are in need of humanitarian assistance [OCHA December 2015].

Changing regional dynamics, the unpredictability of regional border crossings, logistics access constraints, an unstable transport market, the evolving security situation, and the need for coordination of an increasing number of humanitarian actors across the region and inside Syria are some of the key challenges the humanitarian community has been facing in delivery assistance to the affected populations.

The Logistics Cluster was formally activated in January 2013 to facilitate logistics services in support of humanitarian activities into and within Syria, including operational support bases and delivery corridors from neighbouring countries.

COORDINATION

Logistics Cluster coordination services, including 51 regional coordination meetings held in Damascus, Amman, and Gaziantep, have been key in preventing logistics bottlenecks and in developing common solutions for improved cross-line, cross-border and regular humanitarian response.

INFORMATION MANAGEMENT

The Logistics Cluster produced 41 information products including maps, Situation Reports, capacity assessments, Infographics, and real-time flash logistics updates used by humanitarian actors responding inside Syria and across the region.

LOGISTICS CLUSTER COORDINATED SERVICES

In 2015 the Logistics Cluster has been supporting humanitarian organisations facilitating joint humanitarian convoys of relief items, transport of fuel, storage of cargo in common warehousing facilities in rural Damascus, Homs, Lattakia, Tartous, and Qamishly and transhipment from Turkey and Jordan. In 2015, 100% of UN agencies’ cross-border transport under UN Security Council Resolutions 2165 and 2191 received support from the Logistics
Cluster, through logistics coordination and/or transhipment from Turkey and Jordan into Syria.

Inside Syria, the Cluster facilitated the transport of 9,572 mt (21,500 m$^3$) of relief items across the country, and the storage of 5,676 mt (19,900 m$^3$) of aid cargo in common warehousing facilities in rural Damascus, Homs, Lattakia, Qamishly and Tartous, on behalf of 15 humanitarian organisations.

The Logistics Cluster organized 34 joint humanitarian convoys to the most difficult-to-access locations in Syria, and facilitated transport of 100,000 litres of fuel for emergency cooking and heating to IDPs shelters in Homs, Hama, and Damascus.

The Relief Item Tracking Application (RITA) has been used to track all cargo transported and stored in Syria through the Logistics Cluster. Cargo tracking reports are produced regularly, ensuring transparency and accountability of cargo handled for both service users and donors.
BACKGROUND

Due to ongoing instability and conflict in Ukraine since April 2014, areas primarily in the eastern part of the country have experienced a deteriorating humanitarian situation. Heavy shelling and armed conflict has led to significant displacement of people. 5 million people are estimated to be in need of humanitarian assistance, including 1.5 million of internally displaced people [OCHA, December 2015]. The population in the most affected areas, Donetsk and Luhansk, continue to experience limited or no access to humanitarian aid, including basic life-saving services, and face constant security threats.

The lack of security continues to challenge humanitarian operations. The operating environment in the districts of Donetsk and Luhansk is volatile, with significant implications on access and therefore on the delivery of humanitarian assistance. Shelling affects infrastructure and hampers road access to deliver humanitarian assistance to people remaining in the conflict zone.

COORDINATION

The Logistics Cluster has established common road transport between the staging area of Dnipropetrovsk across the contact line into Donetsk City and Luhansk City and coordinated 16 humanitarian convoys in support of Logistics Cluster partners, coordinating checkpoint crossing.

As lead agency for the Logistics Cluster, WFP has established coordination cells in Kiev and Donetsk, with dedicated international staff supported by national staff.

In addition the Logistics Cluster has been holding meetings in Kiev and Donetsk, averaging 25-30 participants and providing logistical coordination and information for some 20 organisations.

INFORMATION MANAGEMENT

The Logistics Cluster Information Management has been publishing updates and information management products including maps for storage facilities, access points and logistical road constraints.

A dedicated operations page for Ukraine has been available on the Logistics Cluster website to disseminate information products to the humanitarian community.
Owing to the escalating crisis and lack of access to the affected population, humanitarian actors in Ukraine have been relying more and more on the Logistics Cluster to facilitate access to common logistics services and provide support to humanitarian convoys. In particular, lack of transporters willing to go to Non-Government Controlled Areas and insufficient storage facilities in those areas caused a dramatic price increase and left humanitarian actors contending for the limited assets. Therefore, the Logistics Cluster is playing a key role in ensuring the smooth running of the operations.

The Logistics Cluster has streamlined the complex administrative procedures required for each transport by undertaking the part of the administrative procedure on behalf of individual organizations, providing a UN umbrella to facilitate access for NGO cargo, and promoting recognition of convoys at checkpoints. This has reduced the number and type of documents required for permission and increased the speed of obtaining the Ministry permissions.

Furthermore, the Logistics Cluster has actively participated and led the process of simplification of crossing procedures and the establishment of “Green Corridors” in coordination with OCHA.

Because few commercial warehouses are operational, the Logistics Cluster has been facilitating common storage. As of the 31 December and since the beginning of the operation, the Logistics Cluster has facilitated storage of 3,909 mt in WFP contracted warehouse facilities in Dnipropetrovsk and Donetsk.

The Relief Item Tracking Application (RITA) has been used to track all cargo transported and stored in Ukraine through the Logistics Cluster.

In addition, the Logistics Cluster has been participating in IM working groups at country level to standardize and improve the overall information management of the response.

**LOGISTICS CLUSTER COORDINATED SERVICES**

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From the blog

**Reaching non-government held areas in Ukraine**

Finding local transporters willing to deliver humanitarian assistance into NGCAs has been a big challenge: roads have been destroyed or blocked, checkpoints are closed at short notice, and the risk of Unexploded Ordnances (UXOs) is high. The possibility to use rail is limited due to operational and legal complexities, as well as damaged tracks. Finally, the paperwork required to move humanitarian cargo into the NGCAs is a lengthy, but critical process – more than 15 documents are needed to transport each batch of relief supplies.

The Logistics Cluster was activated to address these challenges and ease the flow of humanitarian assistance – from preparing essential paperwork for respondent organizations to negotiating access, the Logistics Cluster team is ready for whatever comes their way.
March 2015 - May 2015

Background

On 13 March a Category 5 Cyclone caused widespread, severe damage and loss of life throughout Vanuatu, particularly in the central and southern regions. The cyclone led to extensive disruptions of public transport, infrastructure and severe damage to public and private buildings. Several main communication and electricity lines were cut causing power outages for a huge number of households. Many of the affected communities were hard to reach for both assessments and response activities considering the geographical nature of the archipelago of more than 80 islands, 22 of which sustained severe damage. These logistical challenges severely strained the humanitarian response capacity and posed a significant constraint on the ability of responding organisations to meet the needs of the affected population.

The Vanuatu Government’s National Disaster Management Office (NDMO) led the response and requested support from the Logistics Cluster to reinforce national coordination structures and address the initial logistics challenges. A number of logistics gaps were identified, namely: lack of storage capacity in Port Vila Airport combined with an increase of international air shipments triggering congestion at this primary international entry point; little to no storage capacity available in affected areas and limited transport assets available to support coastal delivery between the islands.

The Logistics Cluster provided support to the Vanuatu NDMO to address these challenges and assist responding organisations. On 16 March the Logistics Cluster co-led with the Government the first coordination meeting and since then started providing on the ground support and service facilitation critical to ensure the uninterrupted supply of life-saving items.

Coordination

The Logistics Cluster deployed staff and established a dedicated Logistics Coordination Office in the capital, Port Vila to facilitate logistics support and coordination for the reception of incoming relief items at Port Vila Airport and sea port, supporting national and international humanitarian actors and mitigating the risk of a larger humanitarian crisis. A Civil-Military Coordination Officer was also deployed to facilitate cooperation with existing military bodies in the region and facilitate the coordination of international military assets.
INFORMATION MANAGEMENT

The Logistics Cluster, through the deployment of a dedicated Information Management Officer, provided information management services in support of the local authorities and humanitarian community. Activities included sharing updates on the overall logistics situation including identified logistics gaps and bottlenecks, access constraints, sea transport schedules, customs information and storage availability via a dedicated mailing list and webpage, supporting operational decision making and improving the efficiency of the logistics response.

LOGISTICS CLUSTER COORDINATED SERVICES

The Logistics Cluster facilitated the establishment of two WFP mobile storage units (MSUs) at the airports in Port Vila and on Tanna Island, operating as an inter-agency humanitarian cargo consolidation facility, enabling the decongestion of the airport and enhancing the coordination of deliveries to the affected islands.

The Logistics Cluster also provided management support for a central storage location at the Star Wharf in the port of Port Vila on behalf of the NDMO assisting with reception and facilitation of onward transport to ensure the unimpeded flow of humanitarian goods to the affected areas. This proved rather important for the success of the operation as it facilitated the swift movement of necessary life-saving supplies alleviating the potential congestion at this and other key logistics hubs.
BACKGROUND

Since mid-march 2015, the worsening situation in Yemen has led to extensive displacement of people, damage to infrastructure and widespread insecurity. The UN estimates that 21 million people (80% of the population) are in need of humanitarian assistance. Access to the country by air and sea has been proving challenging as the conflict spread across a greater geographical area, and international sea and air commercial cargo carriers discontinued transportation services to Yemen.

Humanitarian needs in Yemen continued to increase as the security and political situation continued to deteriorate. Due to the ongoing conflict, overland transportation of relief items has been encountering considerable security risks remaining at times impossible even when roads were physically accessible. Port anchorage and discharge of humanitarian cargo have been often delayed and airports were bound to limited operations.

The Logistics Cluster has been active in Yemen since June 2011 providing assistance to the humanitarian actors active in the country. Given the protracted conflict and deteriorating humanitarian situation, in January 2015, WFP, in its role as the lead of the Logistics Clusters, launched a Special Operation to provide the humanitarian community with adequate logistics – including air passenger services through the United Nations Humanitarian Air Service (UNHAS) – fuel provision and enhanced coordination mechanisms to deliver relief items to the affected population in Yemen.

COORDINATION

To ensure timely and efficient emergency logistics response, the Logistics Cluster has been supporting interagency logistics coordination. During 2015, a total of 120 staff members from 40 organisations took part in the 40 coordination meetings held in Djibuti, Amman and Sana’a.

INFORMATION MANAGEMENT

The Logistics Cluster has been providing information management services in Sana’a and Djibouti to improve the efficiency of the logistics response by supporting operational decision making. Services provided include provision of mapping/ GIS services, consolidation and information sharing on the overall logistics situation, including logistical gaps and bottlenecks and updated operational information such as port and airport status updates.

The cluster has also ensured consistent publication of Meeting Minutes, Operational Overviews, Situation Reports (SitReps), UNHAS flight schedules,
forms, guidance, operational data and procedures, as well as snapshots covering specific operational areas and briefings.

In 2015, 183 Information Management products have been published, and 1,110 new users have visited the website, producing 10,711 page views.

LOGISTICS CLUSTER COORDINATED SERVICES

The Logistics Cluster has been facilitating the in-transit customs clearance, cargo handling, storage and final transport by sea and air of international humanitarian relief goods to Yemen where humanitarian organisations have been availing of common storage facilities in Sana'a (320 m$^2$), Hodeidah (320 m$^2$) and Aden (640 m$^2$).

In addition the Logistics Cluster has facilitated joint truck movement and storage of food and NFIs on behalf of 18 organisations including ACF, IMC, MSF Spain, UNICEF, UNFPA, UNHCR, WFP, Yemen Red Cross, as well as fuel provision in Sana’a, Aden and Hodeidah to 60 organisations.

Furthermore, as no other transport option was available due to insecurity, the Logistics Cluster has been facilitating passenger bookings and sea transportation from Djibouti to Aden, to conduct assessments on the humanitarian situation in the governorate and to prepare the future scale-up of operations.