



# MALAWI NATIONAL LOGISTICS PREPAREDNESS ACTION PLAN

JANUARY 2020



# I - TRANSPORT

1. AIR TRANSPORT					
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO	Responsible
1.1 Non-operational airstrips in disaster-prone areas in Malawi's southern region	<ul style="list-style-type: none"> <li>• 1.1.A The identified recommendation was the implementation of a rehabilitation program for identified, priority airstrips that are currently non-operational. This implies the following core actions amongst others:               <ul style="list-style-type: none"> <li>○ A1: Identification and prioritisation of airstrips to be rehabilitation near disaster prone areas.</li> <li>○ A2: Develop specific action plan/step-by-step process needed for each rehabilitation project.</li> <li>○ A3: Define timeline and budget required for rollout of the rehabilitation programme.</li> <li>○ A4: Link the rehabilitation programme to National Transport Master Plan.</li> </ul> </li> </ul>		Q2 2020	Ministry of Transport and Public Works (MOTPW), supported by Department of Civil Aviation and DoDMA .	Deputy Director of Operations
1.2 Lack of air transport capacity available in Malawi	<ul style="list-style-type: none"> <li>• 1.2.A Consider ways to increase the <i>capacity and availability</i> of air assets and equipment needed during emergencies, including collaboration with other southern African countries:               <ul style="list-style-type: none"> <li>○ A1: Conduct in-depth gap analysis on air transport assets and create overview of core asset needs.</li> <li>○ A2: Develop asset-sharing agreements/MoUs with neighbouring countries, including details on insurance, maintenance, refuelling, request mechanisms, hand-back mechanisms etc.</li> <li>○ A3: Define protocols for requesting air assets for use from MOTPW by National Logistics Cluster members.</li> </ul> </li> </ul>		Q3 2020	Department of Disaster Management Affairs (DoDMA)	
1.3 Shortage of aviation fuel	<ul style="list-style-type: none"> <li>• 1.3.A Explore ways to identify and map additional emergency sources for fuel               <ul style="list-style-type: none"> <li>○ A1: With fuel authorities, map current quantities and what contingencies are needed in case of heavily increased traffic</li> <li>○ A2: Explore in-country availability of additional fuel resources as part of back-up plan, including transport and storage capacities (fuel trucks and depots)</li> </ul> </li> <li>• 1.3.B Increase temporary fuel storage capacities at strategic locations               <ul style="list-style-type: none"> <li>○ B1: Include fuel storage capacities into prepositioning planning</li> </ul> </li> </ul>		Q2 2020	National Oil Company of Malawi (NOCMA)	
1.4 lack of defined protocols in handling incoming international humanitarian assistance at airports.	<ul style="list-style-type: none"> <li>• 1.4.A Implementation of standardised protocols for incoming humanitarian cargo.               <ul style="list-style-type: none"> <li>○ A1: Review current documentation on incoming humanitarian cargo during emergencies.</li> <li>○ A2: Identify key stakeholders and work collaboratively on defining standardised protocols for cargo handling of humanitarian good at ports of entry, including customs clearing procedures.</li> <li>○ A3: Endorse and implement procedures.</li> </ul> </li> </ul>		End of Q1 2020	MoTPW to involve Air Cargo and MRA	Under Secretary

2. WATER TRANSPORT					
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO	Responsible
2.1 Lack of water transport assets allocated to some disaster-prone areas.	<ul style="list-style-type: none"> <li>• 2.1.A Implementation of a prepositioning strategy to ensure boats are available, and secured stored, in areas prone to flooding. This implies the following core actions:               <ul style="list-style-type: none"> <li>○ A1: Identify priority areas for permanent deployment of existing boats.</li> <li>○ A2: Define a prepositioning strategy, including budget and timeline, for the deployment of additional boats as needed, including consultations with key stakeholders.</li> <li>○ A3: Endorsement and implementation of the prepositioning strategy.</li> </ul> </li> <li>• 2.1.B Establish MOUs with private operators to augment where government boats are not available.               <ul style="list-style-type: none"> <li>○ B1: Map available local boat transportation, including capacity and condition of available private sector assets.</li> <li>○ B2: Initiate MOU with private boat operators for use of assets during emergency operations. It is recommended that initial prioritisation is placed in the areas surrounding Lake Chirwa.</li> </ul> </li> </ul>		Q1 2020	MOTPW & Marine Department	Deputy Director of Operations
2.2 need to increase available capacity for boat maintenance required for emergency response	<ul style="list-style-type: none"> <li>• 2.2.A Implementation of a rehabilitation programme for existing boats.               <ul style="list-style-type: none"> <li>○ A1: Assess the condition of current boats and determine rehabilitation steps.</li> <li>○ A2: Resourcing for rehabilitation programme budget for existing boats.</li> <li>○ A3: Endorsement and implementation of rehabilitation activities.</li> </ul> </li> </ul>		Q3 2020	Marine Department	Deputy Director of Operations
2.3 There is insufficient number of trained boat operations and maintenance personnel to implement rotation of staff after the initial response.	<ul style="list-style-type: none"> <li>• 2.3.A Explore ways of increasing capacity of boat operators and maintenance personnel through dedicated training programmes and capacity strengthening activities:               <ul style="list-style-type: none"> <li>○ A1: Undertake a Training Needs Assessment to identify needs.</li> <li>○ A2: Draft training programme and undertake initial pilot training.</li> <li>○ A3: Develop a roster for the operators, to be rotated on duty as required.</li> <li>○ A4: Develop a staffing plan for boat operators that can then be implemented during emergencies.</li> </ul> </li> </ul>		Q2 2020	Marine Department	Deputy Director of Operations
3. ROAD TRANSPORT					
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO	Responsible
3.1 Spike in transport rates are during disasters.	<ul style="list-style-type: none"> <li>• 3.1.A Establish MOU with transport companies to ensure the stabilisation of transport rates during emergency response.               <ul style="list-style-type: none"> <li>○ A1: Identify key stakeholders.</li> <li>○ A2: Support in the facilitation of meetings between MoTPW and the private sector.</li> <li>○ Engage with transport association for the establishment of an MOU during times of disaster.</li> </ul> </li> </ul>		Q2 2020	MOTPW	Director of Technical Services
3.2 Access constraints during instances of flooding due to poor road conditions and lack of road/ railway network capacity	<ul style="list-style-type: none"> <li>• 3.2.A Mitigate immediate effects of road access constraints following a disaster. Core actions include:               <ul style="list-style-type: none"> <li>○ A1: Identify priority locations for the prepositioning of Bailey bridges in disaster-prone areas.</li> <li>○ A2: Explore ways (e.g. via an MOU or similar) to work with contractors to damaged sections of roads and road transport infrastructure are prioritised after a disaster, and repairs are undertaken quickly and efficiently to ensure the delivery of lifesaving items</li> <li>○ A3: Link with overall prepositioning strategy to mitigate effects of inaccessibility.</li> <li>○ A4; Explore ways to map existing railway networks, water-roads and/or river systems to be used as an alternative to road transport during disasters.</li> </ul> </li> </ul>		Q3 2020	Roads Authority with Department of Railway Services and Marine Department (A4).	Director of maintenance (A1-A3)

## II - STORAGE

1. WAREHOUSING					
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO	Responsible
1.1 Need for a comprehensive prepositioning strategy at government-level	<ul style="list-style-type: none"> <li>• 1.1.A Establish preposition strategy at central government level to ensure available supplies during emergency response.                             <ul style="list-style-type: none"> <li>○ A1: Mapping current available stocks in government storage facilities</li> <li>○ A2: Identifying available storage capacity in disaster-prone areas (linked to 1.2.A)</li> <li>○ A3: Draft prepositioning strategy based on gaps, needs and risks.</li> </ul> </li> </ul>		Q2 2020	DoDMA	Under Secretary
1.2 Lack of storage facilities in disaster-prone areas.	<ul style="list-style-type: none"> <li>• 1.2.A Explore possible locations for prepositioning of humanitarian items. Core actions include:                             <ul style="list-style-type: none"> <li>○ A1: Determine storage capacity required for disaster prone areas.</li> <li>○ A2: Identify potential storage facilities.</li> <li>○ A3: Develop action plan towards the establishment a Humanitarian Staging Area in Bangula, Nsanje District including the development of warehouse management SOPs, budget and project timeline/rollout.</li> <li>○ A4: Prepare identified areas for use during disasters.</li> </ul> </li> </ul>		Q1 2020	WFP	Supply Chain
1.3 Spike in warehouse rental rates during disasters.	<ul style="list-style-type: none"> <li>• 1.3.A Establish MOU with warehousing companies to ensure the stabilisation of rates during emergency response.                             <ul style="list-style-type: none"> <li>○ A1: Identify key stakeholders.</li> <li>○ A2: Support in the facilitation of meetings between the MOTPW (working with the National Logistics Cluster) and the private sector.</li> <li>○ Engage with transport association for the establishment of an MOU during times of disaster.</li> </ul> </li> </ul>		Q3 2020	WFP	

# III - CUSTOMS

1. PROTOCOLS					
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO	Responsible
1.1 Unclear waiver protocol for customs clearance during emergencies.	<ul style="list-style-type: none"> <li>• 1.1.A Consider ways to clarify and increase visibility on protocols for customs clearance during humanitarian response.                             <ul style="list-style-type: none"> <li>○ A1: Review current emergency customs clearance process.</li> <li>○ A2: Update protocols as required, in coordination with key stakeholders.</li> <li>○ A3: MoTPW to share information with humanitarian stakeholders the emergency customs clearance process as soon as it is available.</li> </ul> </li> </ul>		Q1 2020	MoTPW with MRA. Consult treasury on availability of documents	

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## IV CROSS CUTTING

1. COORDINATION					
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO	Responsible
1.1 Lack of clarity on roles and responsibilities of National Logistics Cluster during preparedness and response	<ul style="list-style-type: none"> <li>1.1.A: Consider Increasing the visibility and purpose of role of national Logistics Cluster (including Technical Working Groups) with government and humanitarian actors, including:               <ul style="list-style-type: none"> <li>A1: Develop a clear term of reference, for the NLC, initiated and endorsed by the MoTPW.</li> <li>A2: Define where actors' roles interface, have gaps, overlap or are in conflict, and draft SOPs, guidelines and strategic documentation for key preparedness and response activities (e.g. common transport) to ensure and effective and efficient logistics response.</li> <li>A3: Disseminate SOPs and TOR with key stakeholders for review.</li> </ul> </li> </ul>		Q1 2020	MOTPW	Under Secretary
1.2 Lack of visibility on stakeholder presence and activity	<ul style="list-style-type: none"> <li>1.2.A Explore ways to conduct mapping exercises on available stakeholder capacities in country (government, humanitarian actors &amp; private sector) and ensure these are updated and disseminated on a regular basis, including at National Logistics Cluster meetings.</li> </ul>	Done	Q1 2020	DoDMA and WFP	
1.3 Lack of proper coordination between neighbouring countries on humanitarian logistics response	<ul style="list-style-type: none"> <li>1.3.A Explore options for strengthening coordination mechanisms with neighbouring countries, (Mozambique, Tanzania, and Zambia), by:               <ul style="list-style-type: none"> <li>A1: DoDMA to initiate the discussion with MoFA, on potential establishment of MOU/agreements. Discussions should include customs process during emergencies, harmonised, procurement process, airspace and water transport options during emergencies, and one-stop-shop.</li> <li>A2: Establish an information sharing platform between countries to exchange expertise, knowledge, challenges and best practices on a regular basis.</li> <li>A3: Ensure regular presence of MoTPW at Southern African Development Community (SADC) forums.</li> <li>A4: Identify priority areas for regional-level capacity strengthening activities and training initiatives.</li> </ul> </li> </ul>		Q3 2020	DoDMA and MOTPW	Under Secretary
2. INFORMATION MANAGEMENT					
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO	Responsible
2.1 Lack of access to information on logistics (infrastructure and capacities)	<ul style="list-style-type: none"> <li>1.3.A Explore ways to develop a common data platforms and mechanisms for the National Logistics Cluster to access during preparedness and emergencies.               <ul style="list-style-type: none"> <li>A1: Investigate information sharing requirements to develop a scope of work</li> <li>A2: Define and agree on information management methodology and mechanisms for a dedicated website.</li> <li>A3: Define and agree on the focal point to collect, process and share the overview with all relevant stakeholders.</li> <li>A4: Define and agree who will host and maintain the sharing portal</li> <li>A5: Establishment of WhatsApp group and dedicated mailing list for immediate communication.</li> <li>A6: Ensure inclusion of website, mailing list, and WhatsApp group for the supporting information gathering/sharing processes in contingency planning and response mechanisms.</li> </ul> </li> </ul>		Q2 2020	WFP to bring Ministry of Information on board / DoDMA / Ministry of Transport	
3. STAKEHOLDER ENAGGEMENT: PRIVATE SECTOR					

GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO	Responsible
3.1 No agreement with the private sector for disaster preparedness/response.	<ul style="list-style-type: none"> <li>• 1.1.A: Explore ways to involve and raise awareness with the private sector on humanitarian preparedness and response strategies (i.e. by inviting them to national logistics cluster meetings). Look at ways to involve private-sector organisations <i>beyond</i> simple service-provision in a response. Core actions include:               <ul style="list-style-type: none"> <li>○ A1: Map key private sector partners relevant to a humanitarian logistics response.</li> <li>○ A2: Develop a workplan for an awareness campaign to strengthen private sector-humanitarian partnership for humanitarian logistics.</li> <li>○ A3: Facilitate bilateral discussions with relevant private sector partners.</li> <li>○ A4: Where possible, establish MOU and/or draft guidelines for private sector engagement in disaster response.</li> </ul> </li> </ul>		Q4 2020	Ministry of Finance / DoDMA / Ministry of Transport	
<b>4. STAKEHOLDER ENGAGEMENT: ACADEMIC SECTOR</b>					
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO	Responsible
4.1 Lack of awareness of academic institutions' areas of expertise which may contribute to logistics preparedness and response.	<ul style="list-style-type: none"> <li>• 2.1.A Identify areas of expertise and capacity of relevant academic institutions in Malawi, that could contribute to enhancing humanitarian logistics operations.               <ul style="list-style-type: none"> <li>○ A1: Initiate dialogue with relevant academic institutions.</li> <li>○ A2: Map the academic institutions' areas of expertise.</li> <li>○ A3: Facilitate bilateral discussions with academia on potential research projects.</li> </ul> </li> </ul>		Q4 2020	Ministry of Education / DoDMA / Ministry of Transport	
4.2 Expertise of academic institutions are untapped for logistics preparedness projects.	<ul style="list-style-type: none"> <li>• 2.2.A Explore options for undertaking joint projects with academic institutions for logistics preparedness and response.               <ul style="list-style-type: none"> <li>○ A1: Draft overall strategy for partnership with academic institutions.</li> <li>○ A2; Explore establishment of MOU with relevant academic institutions, to support with research projects (e.g. early warning, prediction models etc).</li> </ul> </li> </ul>		Q4 2020	Ministry of Education / DoDMA / Ministry of Transport	