PREPAREDNESS

CONCISE STRATEGY QUESTIONS AND ANSWERS

**Why is the Global Logistics Cluster involved in Preparedness?**

Preparedness has been part of the Logistics Cluster mandate since inception. It is however becoming more important than ever to enhance Preparedness activities and response planning together and with Governments. This has necessitated further dedicated and structured Preparedness work by the GLC.

**What have Global Logistics Cluster partners requested and agreed to on Preparedness?**

Following the GLC 2016-2018 Pillar 1: PREPARE, partners have requested the GLC to prioritize preparedness for the next 3 years. Strategy objectives and activities agreed with partners are:

*Objective 1: Strengthen logistics capacities on national and cross-border levels*

*Objective 2: Encourage active collaboration and ownership of tasks by LC community involving various actors such as civil protection, public and private sectors and other clusters.*

The objectives above, centre on the following activities:

- Identify and prioritise 6 disaster-prone countries
- Map capacities and gaps with local stakeholders using existing and new protocols
- Develop scenarios based on risk analysis
- Assess disaster impacts on infrastructure & capacities
- Support government and stakeholders to address gaps
- Identify organisations & local actors to address gaps

The above objectives and activities have been incorporated into the GLC Preparedness Strategy Note – Annex 6, and stems from the GLC Preparedness Concept Note from Q1 2016. As per the initial workplan, stages from 2016-2018 are Strategy Conception, Design and Development, Planning, Implementation and Refinement, Roll-out, Review and Institutionalisation. A Global Level Working Group for Preparedness has been formed with 16 members – Annex 7.

**Where is the Global Logistics Cluster reaching to conduct Preparedness?**

Field Clusters/Sectors have been working on various preparedness activities and contingency planning in varying capacities eg. the activated Pacific Preparedness Cluster for Logistics under WFP lead. 6 Pilot countries were chosen by GLC partners under the new strategy: Bangladesh, Myanmar, Indonesia, Nigeria, Madagascar, Haiti. Apart from these 6, wherever easily achievable Preparedness measures can be championed globally or other Preparedness initiatives can be enhanced through GLC involvement – strategy elements and focus will be hence directed eg. recently in East Africa (Great Lakes EP) and planned for West Africa (corridors) (Chad Basin) plus Central Asia and Caucasus are also an area where GLC Preparedness has had limited investment.
Who, under the Logistics Cluster is involved in Preparedness?

Activities should be facilitated with all stakeholders as much possible – see Annex 1 – GLC Preparedness Stakeholder Ecosystem. Working Group partners are expected to carry the strategy and activities forward through field level Working Groups. Tools, guidance and resources (as seen with activated Cluster operations) are to be used toward delivering Preparedness and Response Readiness gains. The global approach remains generic and contextualised for country application. Partner’s best placed to respond and already conducting preparedness initiatives continue as such, with GLC support and tools (eg. Preparedness Platform) elevating the visibility, status and effectiveness of initiatives.

How is the Global Logistics Cluster conducting Preparedness?

GLC current has one dedicated staff as the project manager and a Global level Working Group of 16 partner organisations plus 2 observers. GLC’s role is to bring all the stakeholders together, create linkages where appropriate and find untapped synergies - in order for all to get engaged in the preparedness areas that need addressing. Preparedness, Scenario and Response Planning strategies and priorities are jointly identified and commonly addressed by best place partners. The Cluster platform provides the scale and scope to raise the profile of Preparedness projects as well as the common identification and justification for initiatives. The Cluster has identified certain best practice examples of field level strategy implementation – however requires more partner support and resources to provide a sustainable level of core-service support towards Logistics Sectoral based approaches, as most preparedness focus countries/regions are not active clusters.

A GLC Preparedness Framework and strategy note has been developed to:

- Providing a Rationale for Engagement
- Explaining the Delivery of Processes (Structure & Communication Flows)
- Clarifying Expected Results (Outputs/Outcomes/Indicators)
- Providing Timeline of Key Milestones
- Promoting Risk Sharing Partnerships (Cluster Ownership: Enabling capacity tasking and capacity reservation)
- Providing a Business Case

A GLC Preparedness Work Plan and Implementation Plan (as LogFrame) have been developed to:

- Identify, schedule and monitor key internal tasks and goals to drive the strategy over the 3 year period from Strategy Conception, Design, Roll-out, Testing, Mainstreaming, Monitoring, Learning and Evaluation.
- Monitor Implementation progress and tangible activities/goals directly related to the tasks mentioned in the 3 year strategy note, including main progress blockages.
A Monitoring, Learning and Evaluation (MLE) framework is under progress.

- Requested by the Working Group, the MLE strategy is to monitor strategy progress, realign goals, capture knowledge management and guidance opportunities and evaluate strategy delivered systemic change towards increasing Cluster and response system resiliency at all levels, especially with regards to local capacities.

Logistics Cluster Minimum & Advanced Preparedness Actions list - Annex 5, has been developed.

- MPA/APA’s are generic, suggested Preparedness activities detailing:
  - Coordination, Management, Operational Capacity Arrangements
  - Impact Assessments, Gap Analysis & Information Management
  - Private Sector/National Clusters
  - Government/National Disaster Management Organisations
  - Staff Deployment
  - Actions from 24 hours to +1 Week (Best Practice)

The 3 main Activities ie. Mapping + Engagement + Assessment/Analysis are to be conducted within and between the GLC Preparedness stakeholders (see Annex 2).

- **Mapping**: To capture the current initiatives, activities in a country. This gap analysis shows where coverage is ongoing and where coverage is lacking.

- **Network Engagement and Expansion**: Find where relationships should be fostered, generated, strengthened or divested and where appropriate capacity and capability building activities are required.

- **Assessment/Analysis**: To achieve the above, assessments and analysis of capacities are to be undertaken to find appropriate risks for mitigation and define and draft Preparedness and Response plans.

Common Outputs and Common Outcomes Expected:
A jointly executed GLC Resiliency Driven Preparedness Programme will:
- Build soft assets, knowledge and processes to manage events that have not yet happened;
- Better inform/update the generation of Preparedness/Response/Contingency Plans per country;
- Map partner supply and demand scenario-set expectations and pre-identify logistics channels;
- Identify gaps in existing initiative integration for treatment and investment;
- Pre-define response arrangements & supply chain configurations at:
  - Strategic (Global)
  - Tactical (Regional) &
  - Operational (National/Local) levels;
- Support and integrate National Clusters and NDMO/RDMO/LEMA into the Logistics Cluster system (create clear interfaces and division of response activity)
What the GLC Preparedness Strategy DOES NOT Do:
- It does not replace existing Preparedness and Response initiatives already ongoing or planned
- It does not replace existing Preparedness and Response planning leadership
- It does not remove donor focus from field based initiatives
- Create more negative competition around Preparedness

What the GLC Preparedness Strategy DOES:
- It maps the current Preparedness landscape to find untended initiative gaps
- It creates a repository of Preparedness initiatives
- It provides a platform for joint supply chain/logistics planning
- It increases stakeholder visibility and network linkages
- Provides a common framework under which GLC Preparedness can be conducted in the future – by capturing lessons and methods across contexts.
- Generates and stress test preparedness and response plans;
- Strengthens collaborative decision making prior to an emergency, instead of after an emergency arises;
- Assigns roles and responsibilities as well as promote clarity and understanding regarding those different roles and responsibilities;
- Increases and strengthen networking amongst response teams and partners;
- Improves relationship links with governments and NDMO’s at national level;
- Improves governments and NDMO’s capacity to respond to small and medium crises themselves, and eventually, large crises with predefined international intervention;
- Decreases local vulnerabilities and raises resiliency of localized systems on the basis of knowledge transfer from global to local levels;
- Increases visibility within communities of the partnerships and linkages;
- Increases early detection, early warning and early action capabilities;
- Increases readiness levels of communication, collaboration, cooperation and coordination in preparation of a potential response.
What funding is required for GLC Preparedness, Current Status/Challenges and Risks

The project requires dedicated resources. WFP is providing one full time staff as the project manager and limited resources to develop the online Preparedness Platform concept. The clearest approach towards progress would be for GLC to be better leveraged to support Sectoral level activities. Currently most GLC resources (eg.IM) are purely focused on active cluster operations support – *Preparedness support from the global level to field level is lacking and a constraint towards progress*. Top-down support with tools and guidance is required for bottom up application and preparedness prioritisation. This requires an investment in GLC core-capacity to firmly and sustainably support Preparedness activities through the Sectoral approach. **US$3.4m over the 3 year** period is required to design, test, proof, rollout, monitor and institutionalise the strategy for regular cluster activity post-pilot. Upon completion, GLC would have a holistic, firm and robust methodology, methods, digital platform, guidance, tool, techniques and linkages for conducting further Preparedness activities. GLC Preparedness Strategy Note – *Annex 6*, contains the budget – approved by the Working Group (teleconf 07/2016). **Partner and Working Group involvement has been limited and remains a constraint towards progress at both global and field level.**

Strategy Risks are:

- Limited cluster team capacity - dilution of preparedness focus for focus on emergency operations;
- Over stretched capacity of cluster partners across multiple operations - resulting in less ownership and assistance to the strategy;
- Widening of the strategy scope to include new activities that are not seen as part of the core cluster work;
- Increased amount of operations limiting funding for Preparedness;
- Lack of ownership and participation by cluster partners in preparedness activities

After internal strength and weaknesses analysis, the following **GLC risks** are applicable and require mitigation to enable further progress:

- **Underfunded GLC investment in its strengths** to enhance its existing expertise and core competencies in order to expand those competencies to support Preparedness. Eg. coordination, information management/communications and technical logistics/supply chain capacity expertise;
- **Underfunded GLC investments in its weaknesses** and areas where it is not comparatively strong, and to enhance those capacities to become more capable/operational in Preparedness areas. eg. DRR, long term development and capacity building.
- Global vs Regional Bureau vs Country Office strategy ‘jurisdictions’ in countries with no active cluster
- **Unclear guidance and decisions on GLC systems support to establishing, running and maintaining structures in country where no cluster activation has occurred (Logistics Sector Working Group)**
**What is the GLC Preparedness Platform?**

Data preparedness and information readiness are key enablers of the GLC Preparedness pilot project strategy. *Annex 3: GLC Preparedness Platform Concept*, expands and elaborates on the concept and provide rationales, benefits and beta-platform screenshots. The Platform will be embedded in the Logistics Cluster Preparedness webpage – *Annex 8*, which will be central to Preparedness IM.

It aims to provide:

- Current Preparedness Initiative visibility and repository
- Dynamic Mapping Geo-Form: User Driven Information Gathering and Sharing
- New Perspectives for Enhanced and Common Challenge Solving
- Scenario Building and Response Planning: Coordinated and Collaborative Supply Chain Configuration Setups and Testing in a Sandbox Environment
- Geo-tagging, Supply Chain Modelling and Logistics Network Configuration Simulation data

**Value-Add of an Online Platform:**

- Secured and organized information storage
- Real-time data visualization and mapping
- Comprehensive web-based and mobile-based data analysis tools
- Access to comprehensive and standard global baseline data on networks like airports, ports, roads, boundaries, rivers, settlements, IDPs, (potentially warehouses in the future), satellite imagery, amenities
- Web and mobile based data collection/input component
- Automated workflows for data cleaning/processing/storage/visualization

GLC is exploring platform collaboration opportunities with other preparedness platforms and initiatives eg. ETC joint mapping collaboration, Connecting Business Initiative Global Portal (private sector logistics capacities) etc.

**What are some examples of activities under GLC Preparedness?**

**Guidance and Knowledge Series**

The GLC Preparedness strategy - *Annex 2: Strategy Visualisation* - will produce a Guidance and Knowledge Series under project themes eg. *Annex 4: Private Sector Engagement*. Through Global level Working Group co-authoring, guidance would be used to create shared understandings and knowledge gained to conduct the projects Monitoring, Learning and Evaluation strategy.
Draft Menu of Project Activities - Practical Implementation & Outputs

Centred on activities that can be conducted within and between GLC Preparedness Ecosystem stakeholders (Annex 1), practical implementation and outputs are specified below – in no particular priority or sequence:

- **Hosting Logistics Sector Working Group Meetings and Joint Field Assessments/Analysis:**
  
  Output – ConOps/Scenarios/Contingency Plans
  
  Purpose - Gathering country level partners together and identifying common approaches, themes and Preparedness activities to pursue, minuted and published on the country level Preparedness page. Data can be uploaded to the Preparedness Platform once up and running.

- **Common Preparedness Activity Identification and Responsibility (Capacity Gap Assessment + Progress Tracking):** Minimum and Advanced Preparedness Actions (MPA/APA) developed, agreed and pursued by multiple partners including NDMO’s. Common identification, targeting mitigation and advocacy of supply chain and logistics risks and value-added logistics projects are to be championed at this level. Best placed organisations are allocated identified projects. Other projects identified but un-touched are escalated to the Global level and advocacy papers drawn up to raise awareness of commonly identified risk.

- **Private Sector Engagement:** Output & Purpose – Gathering knowledge (and agreements if possible) on available private sector capacities/capabilities in a specific country. Also understanding any private sector humanitarian platforms in place and how the humanitarian and private sector would work together or in parallel based on common scenarios in regards to actions and assets. Trainings and joint capacity assessments are possible outputs.

- **Localised Capacity Building - National Cluster Systems/National Disaster Management Organisations Visibility and Engagement:** Output & Purpose – Gathering knowledge, understanding, agreements and fostering relationships on country level capacities, capabilities, coordination mechanisms and country Incident Command Systems/Standing Orders. Engagement with such should be aimed at creating a mutual understanding between stakeholders of who does what, how, when etc. and where we could provide capacity building for Governments. The interface between national cluster systems and international cluster systems should become evident to all stakeholders.

**COMMON FORUMS RUN UNDER THE PROJECT SHOULD HAVE 4 KEY ELEMENTS IN ATTENDANCE:**

1) **Humanitarian sector leadership** (LC/partner organisations best placed to facilitate)
2) **Government counterparts** (incl. national cluster leads/chambers of commerce/line ministries/NDMO/Civ.Protection/CBO’s)
3) **Private Sector leadership** (eg. LET reps, PS Humanitarian Platform, Connecting Business, SME4H)
4) **Global or Regional Response mechanism stakeholders** - involved where possible as response plans and actions are not ring-fenced within borders. Geographic stakeholder spread will improve cross-border collaboration, cooperation and coordination.
Annex 1: GLC Preparedness Ecosystem

The GLC Preparedness Ecosystem shows the range of stakeholders that could be involved, contribute to and consulted with, regarding concerned activities within the projects framework.

1. Response Plan
   - Localised Initiatives
   - Advocacy
   - A response plan per country, jointly drafted, drilled, rehearsed and revised

2. Priority Gaps/Risks per country mitigated/addressed

3. Activities
   - Mapping
   - Network Engagement and Expansion
   - Supply Chain Resiliency Assessments & Analysis

Guidance Flow

- GLC PREPAREDNESS STRATEGY 2016-2018
- PREPAREDNESS CONCEPT NOTE (RATIONALE TO ENGAGE)
- SURVEY NOTE (COUNTRY CHOICE)
- STRATEGY NOTE (FRAMEWORK, CONCEPTS AND PROCESS)
- ACTIVITY/ACTION SPECIFIC GUIDANCE (JOINT DRAFTING BY WORKING GROUPS)

- Joint missions conducting risk and capacity assessments
- Joint Working Groups for:
  - strategy development,
  - risk and capacity analysis,
  - preparedness gap analysis,
  - drafting of initiative proposals,
  - response plans,
  - post-mission plan rehearsals, drills and revisions.
Preparedness can help anticipate and improve disaster response. Measures to enhance preparedness by national actors can significantly improve the response, reduce delays, and increase the need for international mobilisation. This goal focuses on supporting the national logistics capacity of countries to address disaster response.

**Goal 1: PREPARE**

- Strengthen the immediate response capacity of national actors in disaster-prone countries and identify the best practices for response.
- Objective 1: Strengthen logistics capacities on national and cross-border levels.
## Annex 4: GLC Preparedness Knowledge and Guidance Series – Private Sector Engagement

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<td>ii) The GLC Preparedness Ecosystem</td>
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<td>iii) The GLC Preparedness Strategy Scope and Implementation Graphic</td>
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## Annex 5: Logistics Cluster Minimum and Advanced Preparedness Actions

### Preparedness Actions

### PREPAREDNESS ACTIONS – LOGISTICS CLUSTER

- Coordination, Management, Operational Capacity Arrangements
- Impact Assessments, Gap Analysis & Information Management
- Private Sector/National Clusters
- Government/National Disaster Management Organisations
- Staff Deployment
- Actions from 24 hours to +1 Week (Best Practice)

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<tr>
<th>No.</th>
<th>Minimum Preparedness Actions (MPAs)</th>
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<tr>
<td>1</td>
<td>Establish a Logistics Sector Working Group (LSWG) and set up a meeting schedule</td>
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<td>2</td>
<td>Ensure that partners of the LSWG are familiar with the cluster/sector approach</td>
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<td>3</td>
<td>Establish/review basic Terms Of Reference of LSWG/Cluster in country</td>
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<td>4</td>
<td>Compile and maintain a database of partners &amp; stakeholders (e.g., humanitarian organisations,</td>
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<td>private sector, Government, national clusters) and capacities (through the LSWG) including the</td>
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<td>• Contacts of organizations</td>
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<td>• Focal Point and alternate</td>
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<td>• Area of possible intervention during an emergency</td>
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<td>• Current logistics capacity and potential capacity during the emergency (including stock</td>
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<td>positions, equipment and staffing)</td>
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<td>• Applicable supplier lists (incl. Cash-Based Transfer enabling suppliers)</td>
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<td>• Basic supply chain set up/logistics networks (international, regional, national and local</td>
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<td>where possible)</td>
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<td>*Insert link to Preparedness Platform/Dynamic mapping tool</td>
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<td>Ensure that contact between LSWG and the respective line ministries are established such as</td>
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<td>Ministry of Transport, Ministry of Interior/Finance (for customs clearance, tax exemptions</td>
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<td>and import procedures), Ministry of Prita, Roads and Airport (Infrastructure) and the</td>
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<td>National Disaster Management Authority/Local Emergency Management Agency, International and</td>
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<td>National Civil Protection, Incident Command systems and if possible, at the regional level</td>
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<td>Establish contact lists of the focal points of the other sectors/clusters.</td>
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<td>Establish basic TOR for CoV-MP and channels of communication. This to be done in collaboration</td>
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<td>with key partners, OCHA and GLC CoV-MP Focal Point. CoV-MP FP to assess MSOA assets and</td>
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<td>access protocols including de-confliction process</td>
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<td>8</td>
<td>Verify status of Logistics Service Providers’ capacity and contractual status with WFP (as</td>
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<td>Provider of Last Resort) and Sector/Cluster partners for services provision and facilitation.</td>
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<td>Ensure that WFP Logistics/Aviation has rates/contracts in place for a range of logistics services</td>
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[www.logisticscluster.org](http://www.logisticscluster.org)
Annex 7: Working Group TOR’s

**GLOBAL LOGISTICS CLUSTER PREPAREDNESS 2016 – 2018**

**Global Working Group**

**Terms of Reference**

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**Date established:** June 2016

**OBJECTIVES:**
- Develop GLC Preparedness Strategy to serve as a guidance on preparedness at national level.
- Develop a schedule and budget for strategy and activity implementation.
- Identify and define preparedness activities and partners best placed to implement.
- Overseen and support the implementation of the strategy and related activities.
- Develop and oversee the monitoring, learning and evaluation of the strategy.

**ACTIVITIES:**
- Mapping:
  - Existing preparedness initiatives
  - Partner networks
  - National and Regional Disaster Management networks.
- Network Engagement and Expansion:
  - International, National, and Local Partners (field level)
  - International, Regional, and Local private sector and CSOs.
  - Regional and National Disaster Management Organizations/CSOs.
- Supply Chain Resiliency Assessments and Analysis:
  - Joint missions conducting risk and capacity assessments
  - Joint working groups for strategy development, risk and capacity analysis, drafting initiative proposals and response plans, and rehearse the response plans.

**OUTCOMES:**
- Two risks/priority gaps identified/mitigated and addressed, per country.
- Localised preparedness initiatives identified, prioritised, actioned, monitored and integrated where possible.
- Advocacy for preparedness initiatives.
- One Risk Plan per country:
  - Jointly drafted, validating intra-Cluster collaboration and coordination, together with localised structures and governments where applicable.
  - Jointly rehearsed, drilled, and regularly revised, pre/during/post-emergency.

**GOVERNANCE & CHAIR/CO-CHAIR:**

Officially created in 2016, the WG, as per the above objectives, tasks, and outcomes, decides on, prepares and conducts tasks related to the multi-year strategy. For due process and openness, the WG is presided over by joint chair: the GLC Coordinator and a jointly appointed co-chair, per pilot country. The GLC will be the secretariat of the WG and in the event that the proposed WG funding model is agreed, approved, and funded, the GLC will be the WG Treasurer.

Decisions are reached by consensus with Chairs taking final decisions on recommendations and actions where necessary. It is expected to have three scheduled meetings per year or as required. Additional consultations may be organised as the need arises. In the event of a pilot country emergency, the group convenes to adjust plans in real-time, as well as convene post-emergency for plan revision under the same structure.

**MEMBERSHIP:**

Open to all Logistics Cluster partner agencies, organisations, institutions, donors and related entities. The WG currently consists of 16 members as agreed at the Global Partners Meeting in June 2016. Current members include: IOM, Oxfam, Tearfund, UNICEF, THW, CRS, British Red Cross, STC, HELP Files, Care USA, ACF, IF, IRW, OCHA, German Red Cross, UNFPA, IRC and MSF have requested WG observer status.

**MEETING SCHEDULE AND FREQUENCY:**

GLC Preparedness focal point facilitates WG meetings, convening on Skype/webconference every 2 months or as required. Workshops and face to face meetings will also be facilitated to review progress and the way forward, where capacity and funding permit.

**REPORTING:**

Major achievements, progress, feedback and guidance seeking activities of the WG will be held at global partners meetings.

**FUNDING:**

The WG will operate through self-funding basis until funding is provided for such activities.
Annex 8: Preparedness Webpage Mock-up with Platform Embedded

Further Information

For further information, please contact:

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