GLOBAL LOGISTICS CLUSTER PREPAREDNESS 2016 – 2018
Summary and Outline of the Global Logistics Cluster’s Preparedness Project

Overarching Messages
1.) Preparedness saves lives, time and money in emergencies.
2.) The Logistics Cluster and national response mechanisms are interdependent for successful response.
3.) Supply chain capacity at the national level is critical to the Logistics Cluster (LC).
4.) Supply chain preparedness and national capacity strengthening supported by Logistics Cluster partners/stakeholders can improve national capacity to respond, mitigate common supply chain risks and improve beneficiary outcomes.

Investment Objectives
The GLC Strategy Pillar 1, Prepare, provides the goal and two objectives as follows:

Goal: Strengthen the immediate response capacity of national actors in disaster-prone countries and identify the best capacities for response.

Objective 1 - Strengthen logistics capacities on national and cross-border levels;
Objective 2 - Encourage active collaboration and ownership of tasks by the Logs Cluster community involving various actors such as civil protection, public and private sectors and other clusters.

Organisation and Investment Streams of the GLC Preparedness Initiative

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<th>STRATEGY AND PROJECT DEVELOPMENT (15%)</th>
<th>PARTNERSHIP DEVELOPMENT AND ADVOCACY (30%)</th>
<th>COORDINATION AND PROJECT MANAGEMENT (15%)</th>
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<td>INNOVATION, ANALYSIS AND KNOWLEDGE MANAGEMENT (40%)</td>
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Innovation, analysis and knowledge management (40%) will build upon existing data and knowledge for context specific application of supply chain preparedness. Core steps involve dynamically/digitally mapping existing supply chain related datasets; describing existing supply chain systems in terms of footprint, capacities, linkages and interrelatedness; conducting analysis through scenario and network modelling; and Identifying primary inefficiencies, vulnerabilities, supply chain risks for mitigation.

Partnership development and advocacy (30%) will involve stakeholders with the required capacities, readiness and resources to engage in collective action and advocacy, alongside elevating residual risks through common advocacy.

Strategy and project development (15%) will build context appropriate projects at the field level for implementation, based on the mapping, analysis and partnership described above. Addressing contextual supply chain challenges from the ground up will improve national capacity levels, using a national multi-sectoral approach.
Coordination and project management (15%) will enable global strategy alignment, rollout and technique/lessons transfer as well as activate project monitoring and evaluation.

As of June 2016, six disaster-prone countries have been identified as priorities for preparedness pilot projects – Haiti, Bangladesh, Madagascar, Indonesia, Myanmar and Nigeria. Three of the chosen countries have since been affected by large scale disasters. It was agreed at the last Logistics Cluster Global Meeting (Nov 2016) that Haiti will be piloted initially, as a ‘Proof of Concept’ country. Concepts proven can then be scaled to other project countries.

**Please see Annex 1 for investment stream outputs, outcomes and indicators.**

**Project Approach**

To meet the goal and objectives, GLC and partners require support in the four streams to enabling achievement of **phased activities** below:

- Phase 1: Mapping, network engagement and expansion of supply, logistics & stakeholders
- Phase 2: Assessment and analysis
- Phase 3: Response planning and capacity strengthening
- Phase 4: Monitoring and evaluation

**Current Status**

At present, March 2017, GLC has mobilised staff and **partners** from the development and private sector, in support of national capacity strengthening, supply chain preparedness and response readiness in **Haiti**.

GLC has also **launched innovative and analytical tools to achieve strategy objectives** (i.e supply chain preparedness dynamic mapping and analysis platform), currently being tested remotely for a cyclone in Madagascar (link below) and on scenario analysis for Haiti. Its unique capability is yet to be exploited as **field level data gathering and user training remains to be done**. It does however provide paramount **supply chain insight from preparedness data to inform the planning of a potential response through the most effective and efficient supply chain data sharing and analysis**. Positioned to enhance static Logistics Capacity Assessment data with digitized rapid logistics capacity assessment tools, the platform is a supply chain **decision support tool** for GLC stakeholders including at government levels. **Resource constraints have hampered a scaled strategy rollout at the field-level in all investment streams mentioned above. To achieve strategy objectives, the GLC seeks to engage with interested investment partners.**

**The Global Logistics Cluster and Response System Supply Chain Preparedness**

GLC’s Strategy (2016-2018) aligns the LC’s work in Preparedness with Agenda 2030 and the Sustainable Development Goals (SDGs), as well as with the Inter Agency Standing Committee (IASC) EPR Framework 2015, IASC Common Framework for Preparedness, Sendai Framework for Disaster Risk Reduction (2015-2030) Pillar 4, World Economic Forum Enabling Trade Initiative and WFP Strategic Plan (2017-2021). **The common thread between the frameworks for the LC’s Preparedness work is that of strengthening national response capacity and creating, enabling, maintaining and leveraging partnerships to accomplish these aims.** Studies have shown that between 60% - 80% of organisational costs are expensed in supply chains. Preparedness initiatives are known to **reduce time, cost and complexity of humanitarian response interventions** as well as perpetual engagement by local and regional actors, lowering the need to mobilise international response mechanisms to the scale previously required in emergencies.

**What is Supply Chain Preparedness for the LC?**

Supply chain preparedness improves response system performance by **identifying and addressing systemic challenges in supply chain systems. The core idea of the approach is to design and deliver targeted improvements in local supply chain systems through expanded and strengthened networks that leverage existing capacity, innovation and technology.** By aiming to enhance capacities of supply chain systems, through a multi-sectoral collaborative partnership approach, this initiative focuses on the concept of national system resilience (mitigating the need for international scale intervention) as well as lowering both response cost and time in emergencies. By leveraging
innovative and analytical technology, the strengthening of supply chain capacities can occur closer to points of service demand.

Why LC?
The LC is most suitably positioned to deliver, support and facilitate supply chain preparedness at multiple levels. Through its community of partners and lead agency, the LC has substantial expertise and standing capacity exists from the global to the local levels, which can be leveraged for supply chain preparedness. It has a distinct capability to combine response system hardware (supply chain assets) with preparedness and response system software (local partner networks/relationships, systems, processes, procedures, technology, data and knowledge). Through a current but increasing average of over 10 operations annually, the LC has a presence in and understanding of a range of contexts and a proactive grasp of supply chain systems. The Logistics Cluster is uniquely positioned at the crossroads between the humanitarian, development, private and public sectors.

LC’s Strategic Plan (2016-2018), as endorsed by the active community of LC partners, prioritizes national disaster resiliency as well as response system preparedness, with a multi-sectoral, localised focus.

LC’s Perspectives on Systemic Challenges in Supply Chain Networks
The LC’s experience and knowledge of past and current operations point to five systemic supply chain challenges in system readiness and preparedness.

1) Inadequate coordination for supply chain preparedness initiatives;
2) Prioritized mitigation of commonly identified supply chain bottlenecks and logistics gaps does not occur;
3) Impaired visibility and readiness of local supply chain capacity;
4) Local data preparedness and information management is lacking;
5) Local and international response mechanisms are not integrated i.e. supply chain systems do not interface fluidly at the point of response.

Guiding Principles for GLC Preparedness
GLC’s proactive and systematic approach to national supply chain capacity strengthening applies to response system readiness with the long-term focus on addressing systemic supply chain challenges.

1.) Encouraging a multi-sectoral approach with governments and civil society at the center - focus on localisation and local capacity strengthening through the whole of society approach;
2.) Maintaining a focus on targeted supply chain areas to improve efficiency and lower supply chain risks;
3.) Beginning with a pilot to prove concepts then subsequently rolling out proven concepts at scale in targeted countries and regions;
4.) Embracing digital analytical tool innovation;
5.) Leveraging existing initiatives for a bigger impact;
6.) Context and scenario variables will affect outcomes and outputs, and thus approaches will vary based on context, and that collaboration transparency and stakeholder and beneficiary outcomes accountability remain in focus.

For further information, please contact:
Faheem Araie - Global Logistics Cluster Preparedness Project Lead, WFP Rome, Italy: Faheem.araie@wfp.org
Stephen Cahill - Global Logistics Cluster Coordinator, WFP Rome, Italy: Stephen.cahill@wfp.org
  o Website: http://www.logcluster.org/preparedness/preparedness
  o Under development and testing - Direct GLC Preparedness Platform URL: http://unwfp.maps.arcgis.com/apps/MapSeries/index.html?appid=bc6ab99b622a4ef799b0cd0ad869b090

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