WELCOME

LOGISTICS CLUSTER

GLOBAL MEETING

BUDAPEST, 23-25 NOVEMBER 2015
WiFi

Network: BSC

Password: vng384vng384
#LogClusterGM

logcluster.org  |  f logcluster  |  @logcluster
START OF DAY ONE

Session will start at 9:00
Welcome & Introductions
23 November

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30-9.00</td>
<td>Coffee</td>
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<tr>
<td>9:00-10:00</td>
<td>Welcome &amp; Introductions</td>
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<tr>
<td>10:00-10:30</td>
<td>Recap from Lyon Meeting</td>
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<tr>
<td><strong>10:30-11:00</strong></td>
<td><strong>Coffee Break</strong></td>
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<tr>
<td>11:00-13:00</td>
<td>Nepal Operation</td>
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<td><strong>13:00-14:00</strong></td>
<td><strong>Lunch Break</strong></td>
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<td>14:00-15:00</td>
<td>World Humanitarian Summit</td>
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<td>15:00-15:30</td>
<td>Post - 2015 Strategy - Intro</td>
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<td><strong>15:30-16:00</strong></td>
<td><strong>Coffee Break</strong></td>
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<tr>
<td>16:00-17:00</td>
<td>Post - 2015 Strategy</td>
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Exercise:

- Discuss one major challenge you see affecting the humanitarian supply chain in the coming years
Exercise:

Discuss the most exciting and innovative professional idea you've been exposed to in the last year.
Recap from Lyon Meeting
Global Logistics Cluster Meeting

Lyon, May 2015

**Operations** (Yemen, Nepal, Ebola) and **Strategy** discussions

**Sector Projects**
Professionalisation (incl training, career pathway, fleet), Pandemic Preparedness, Emergency Health Units, UNDAC, Customs, support to NDMOs, Hum Log Platform, ERCC, WHS, Cash & Markets

**Participation**
52 participants over two days
36 organisations represented
Post Lyon Global Meeting Survey Results

**Reasons for attending**
- To network/make new connections
- To exchange ideas with colleagues and experienced peers
- To represent my organisation at this meeting
- Collecting new information
- To influence the strategy and future of the Logistics Cluster
- To learn about new topics which are of interest to me
- To know more about the Logistics Cluster
- To give feedback on the Logistics Cluster
- To present a topic/project

**Best rated content**
- Operational Discussions: Nepal and Yemen

**Satisfied with variety of content**
- Very: 52%
- Completely: 24%
- Slightly: 7%
- Moderately: 17%

**Type of participants**
- Non-Governmental Organisation: 38%
- United Nations Agency: 37%
- International Organisations: 6%
- Private Company: 3%
- University/Research/Think Tank: 3%
- Government: 13%
Comments – What to improve and Ideas for Next Time?

• Strategy, standardization and preparedness
• Working together on academic-humanitarian research initiatives
• More break-out sessions to facilitate innovation and engagement
• Role of Logistics Cluster in working with NDMOs
Fleet Management Working Group
NGO Secondee
Executive Summary of WHS Network Paper to be submitted
Cash and Markets Videos 2 & 3, including French Video 1
Incorporate Preparedness into the strategy
Develop next strategy in cooperation with Strategy Working Group and during next GLM

Collaborative Lessons Learned Ebola Response
COFFEE BREAK

Session will re-start at 11:00
Nepal Earthquake Response Lessons Learned
Logistics Cluster Lessons Learned

Key Findings and Recommendations
### Key Findings

### Major Themes

<table>
<thead>
<tr>
<th>BEST PRACTICES</th>
<th>LESSONS LEARNED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective preparedness (WFP Country Office and Regional Bureau)</td>
<td>Challenges of ‘Service’ Cluster</td>
</tr>
<tr>
<td>Proactive Partnership approach</td>
<td>Operational Challenges – WFP’s Capacity as a Lead Agency</td>
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</tbody>
</table>
“Unified Response, minimize duplication”

**BEST PRACTICES**
- Preparedness investment
- Strong leadership

**CHALLENGES**
- Inter-cluster coordination
- Participation in decision-making
- Cargo prioritization
- Funds management

**RECOMMENDATIONS**
- Broader preparedness coordination
- Strategic advisory group
- Advocate for prioritization
Key Findings and Recommendations – Information Management

“Contribute to efficient and effective response through facilitation and sharing of information”

**STRENGTHS**
- Timeliness
- Consistency
- Accessibility
- Relevance of content

**CHALLENGES**
- Staff turnover – Newcomers with a lack of cluster awareness

**RECOMMENDATIONS**
- Newcomers briefing package
- Raise issues with donors and orgs for wider buy-in – e.g. customs and border issues
Objective: ‘Facilitate effective and efficient access to the affected population’

**STRENGTHS**
- Leadership at the onset of the emergency
- Fast start-up

**CHALLENGES**
- Appropriate Equipment for Hubs
- Cargo Prioritisation
- Funds Management
- RAO – new operating mechanism
- Relevant areas for all cluster partners? (5 areas covered)
- Cargo Tracking

**RECOMMENDATIONS**
- Surge Capacity – interest from partners in offering common ‘services’
- Transparency in Funding constraints – enabling clear strategy and transition planning for service provider and users
- Overall, the Logs Cluster response so far has been rated “relevant and effective” – achieving objectives in a timely fashion – Best Practices
- Efficiency in terms of cost effectiveness – Challenges & Lessons

<table>
<thead>
<tr>
<th>Logistics Cluster Key Deliverables</th>
<th>Relevance/Appropriateness</th>
<th>Efficiency</th>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordination</td>
<td><img src="green.png" alt="Green" /></td>
<td><img src="yellow.png" alt="Yellow" /></td>
<td><img src="green.png" alt="Green" /></td>
</tr>
<tr>
<td>Information Management</td>
<td><img src="green.png" alt="Green" /></td>
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<tr>
<td>Logistics Services</td>
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QUESTIONS?
WFP ENGINEERING
Challenges
Infrastructure in Emergencies
Contribution to Nepal Response

- Kathmandu (TIA)
  - April 25
  - 2,320 m²

- Chautara
  - May 10
  - 1,120 m²

- Bidur
  - May 18
  - 320 m²

- Bharatpur
  - May 13
  - 1,280 m²

- Deurali
  - May 3
  - 1,920 m²

- Dhulikhel
  - May 6
  - 1,280 m²
Other major works
Key Challenges
Access Infrastructure Working Group

- Coordination
- Knowledge management
- Government involvement
Key Lessons
Dynamic role of air support
From cargo to cash
MAF Video:  
'Five Days in Twelve Minutes'
What we will look at...

- **MAF** – *an overview*
- Common sense of purpose
- A flexible approach to air support
- From cargo to cash
- Staying relevant
Introduction: who we are…

• Daniel Juzi
• Alan Robinson
MAF – an overview

Mission Aviation Fellowship - Bases World Wide
Updated: 13 March 2014 For Internal Use Only
Why fixed-wing?

“In addition, many airstrips remain below specification for fixed-wing aircraft. An investment of US $15 million in seven key air strips would be recovered in one year based on the savings of using small fixed wing planes (5mt payload) rather than helicopters.” OCHA South Sudan Feb 2015
MAF – *DR mission*

To alleviate human suffering in affected hard-to-reach locations

Humanitarian **principles**

– **Humanity**: human suffering must be alleviated wherever it is found (life is as precious in one part of the country as another)

– **Impartiality**: aid should be given according to need and not accessibility
Common sense of purpose

OCHA mission

“Mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors in order to alleviate human suffering in disasters and emergencies.”
A flexible approach to air support

Air Asset Coordination and Tasking (AACT)

Airbus AS350 B2 and B3 Helicopters
MAF air support in Nepal - behind the scenes

High rotation operation made it all possible
MAF air support in Nepal - statistics
From cargo...
...to cash

- Unconditional cash transfer
- Conditional cash transfer
Staying relevant – *in changing times*

There is a big push towards:

- National governments assuming responsibility
- More locally NGO-driven humanitarian systems of delivery
- Innovative ways of aid delivery
- Demonstrating value for money
- Increased effectiveness and efficiency
- Calls for accountability
- Greater coordination
Thank you

Questions?
LUNCH BREAK

Session will re-start at 14:00
WORLD HUMANITARIAN SUMMIT
## WORLD HUMANITARIAN SUMMIT (WHS)

### 5 major areas for action

<table>
<thead>
<tr>
<th><strong>DIGNITY</strong></th>
<th><strong>SAFETY</strong></th>
<th><strong>RESILIENCE</strong></th>
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<tbody>
<tr>
<td>Humanitarian action that puts people at its heart and REACHES EVERYONE.</td>
<td>PROTECTION at the centre of humanitarian action.</td>
<td>Collective action to strengthen resilience to crises, investing in PREPAREDNESS, managing and mitigating risk, reducing vulnerability.</td>
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<tr>
<th><strong>PARTNERSHIP</strong></th>
<th><strong>FINANCE</strong></th>
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<tbody>
<tr>
<td>DIVERSE AND INCLUSIVE partnerships that reaffirm the core humanitarian principles.</td>
<td>Efficient use of RESOURCES to preserve life, dignity and resilience in crises.</td>
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NETWORK PAPER ON SUPPLY CHAIN
Why are we presenting the paper today?

- Update Logistics Cluster participants on the project
- Advise on contents, tone & structure of the document and the future directions being set
- Explain the alignment between the paper and today’s GLC strategy meeting
First proposed by the HLA at the 2014 Copenhagen meeting as an advocacy paper in response to the World Humanitarian Summit

6 chapters containing valuable information were developed after 50 interviews with key stakeholders

Initial content reviewed at 2015 Lyon meeting
✓ Familiarize the wider **Humanitarian Community** with the supply chain, the potential added value it could provide, and the risks and opportunities ahead.

✓ Identify challenges and propose activities to address them

✓ Identify the prerequisites that must be fulfilled by other key stakeholders to affect change
Executive summary sent to WHS in time to secure a place

Feedback from ODI stated:

- Must be a discussion paper (as a base for future advocacy)
- Document must have a higher level of internal cohesion
- Must be short

*The change in vision meant a full restructuring of the documents, while retaining the original information*

Many sponsors have generously contributed to the development of this paper, including ODI for its eventual publication.
Target: Non-logistician decision-makers, attending the WHS and wider

Scope: Focus on a disaster-response supply chain

Role: Discussion paper as baseline for advocacy

Content:
- A catalogue of proposed activities addressing identified gaps, across many stakeholders
- Annexes are supporting information to support later advocacy and idea development. They will not be included in the ODI publication.
Scope of the DRSC Paper

✓ Looks at **Supply chains** – *not just logistics!*

✓ Focuses on **Disaster Response** – *not development assistance!*

✓ Concerned with **all parties** involved involved in the Disaster Response Supply Chain, *not just Logistics Cluster or Humanitarian Logistics Association*
✓ **Preparedness**: In response to an identified risk
✓ **Renewal**: Ensuring continuous development and improvement
✓ **Operate & Optimize**: Undertaken during a disaster-response

❖ **Resilience**: Building DRSC that support local markets is a theme that runs through *Preparedness, Renewal and Optimization*
1. Identify **challenges** impacting the humanitarian community
2. Explore the **gaps** these **challenges** address
3. Propose **activities** to address those **gaps**
4. Show how the **activities** will **impact** the DRSC
5. Link the **impact** to **tangible benefits** for affected populations – **a key target of the WHS** – categorised into Dignity, Safety, Resilience, Partnership & Finance
How does this fit with the GLC Strategy Meeting?

Humanitarian Community

Development Assistance

Disaster Response

Disaster Response

Supply Chain

Logistics Cluster
Validate and finalise the content of the document – additional input is needed!

- Side-meetings will be held to discuss the content (times TBA)
- Aaron is present to receive input and compile comments (in person or by email aaron.holmes@wfp.org)

Timeline:

- 27-November: All input must be received
- 04-December: Final editing be completed
- 07-December: Steering Committee final validation for submission to ODI
- Q1 2016: ODI publication & event
- May 2016: World Humanitarian Summit, Istanbul
GLC STRATEGY
Exercise:
Social Barometer
‘It will become more challenging to respond to humanitarian emergencies in the coming years’
‘The humanitarian community has the right tools to respond to humanitarian emergencies in an effective manner’
‘The Logistics Cluster is well equipped to handle the challenges that the humanitarian system is expected to face in coming years’
COFFEE BREAK

Session will re-start at 16:00
GLC Strategy – Process so Far
2013-2015 STRATEGY

1. OPERATIONAL SUPPORT
   Provide crucial operational services and information to support the humanitarian community.

2. ACCOUNTABILITY
   Remain accountable to all stakeholders.

3. POLICY
   Remain effectively engaged in policy development.
PROPOSED STRATEGY DEVELOPMENT TIMELINE

LOGISTICS CLUSTER GLOBAL MEETING

SURVEY RESULTS COMPILED AND SHARED

INITIAL STRATEGY SHARED FOR REVIEW

28 & 29 MAY 2015

JULY 2015

SEPTEMBER 2015

BEGINNING NOVEMBER 2015

END NOVEMBER 2015

SURVEY SHARED WITH PARTNERS TO GATHER FEEDBACK

DEDICATED MEETING TO DISCUSS AND DRAFT STRATEGY

PRESENT FINAL DRAFT LOGISTICS CLUSTER GLOBAL MEETING
POST-2015 STRATEGY
SURVEY RESULTS

In order to gather recommendations on the methodology and processes to inform the Strategy post-2015, a survey has been circulated to partners. Key findings are portrayed in the following graphs:

**Organisations**
- 52% Non-Governmental Organisation
- 36% United Nations Agency
- 6% Donors
- 3% International Organisation
- 3% Government

**Level of Involvement in the Logistics Cluster until present**
- 31% Frequent
- 34% Regular
- 28% Occasional
- 7% Rare

**Functional Role Area**
- 90% Logistics
- 3% Supply Chain
- 3% Programme
- 3% IT

**PARTICIPANT FACTS**
- 31 survey participants
- 58% attended the Logistics Cluster Global Meeting in Lyon in May 2015

**STRATEGY METHODOLOGY AND PROCESS FEEDBACK**

- 93% feel the Logistics Cluster fulfilled the key goals set out in the 2013-2015 Strategy
- 75% of respondents feel it’s very important/important that the strategy post 2015 is finalised by January 2016
- 67% feel aware and informed about the Logistics Cluster Strategy 2013-2015 and the needs for a Strategy post-2015
### WORKING GROUP FEEDBACK

#### Satisfied with the Working Group Inclusivity?
- Very satisfied: 10%
- Satisfied: 60%
- Moderately satisfied: 30%

#### How often should the working group meet?
- 3 or 4 times before the global Meeting: 15%
- Once a month: 25%
- As much as needed: 60%

#### Comments
- The strategy should be provocative and measurable and add to the previous strategy.
- Should ensure continuity of current strategy.
- Please with the 2013-2015 strategy and accomplishments so far, and eager to see starker improvements over the next 3 years.
- Include a +10 year, long-term vision and objectives into the new strategic plan.
- Ideas for strengthening staffing (increased numbers) of the GLC to improve continuity of operations.
- There is an underrepresentation of mid-size and smaller size partners in the working groups.
- The secretary could rotate between different members to facilitate their integration.
- The pillar of Accountability should be elaborated in terms of inclusive partnerships.

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85% satisfied with the proposal that the second Global Meeting 2015 includes a full day on discussing the Working Group Recommendations and Strategy port 2015.

95% satisfied that the Global Logistics Cluster chairs and acts as secretariat for the working group.

75% would prefer to use a version of the proposed methodology to revise and update the strategy for post 2015 (to be finalised by Jan 2016).

70% recommend that the post 2015 strategy is revised within the three same core pillars: the current 3 year strategy is focused on (Operations Support, Accountability and Policy).
Scenario 1
Scenario 2
VISION

Fast and predictable humanitarian logistics operations that provide the right inputs for saving lives and for the delivery of humanitarian relief to affected populations.
Ensure the humanitarian community has the ability to save lives through timely and reliable logistical service support and information.
## DRAFT STRATEGY

### VALUES

1. Accountability
2. Partnership
3. Professionalism
**DRAFT STRATEGY**

<table>
<thead>
<tr>
<th></th>
<th>PREPARE</th>
<th>OPERATE</th>
<th>NETWORK &amp; ADVOCATE</th>
<th>LEARN &amp; IMPLEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Strengthen the immediate response capacity of national and regional actors, and identify capacities for an effective humanitarian logistics response</strong></td>
<td><strong>Provide crucial operational services and information in a timely way, to support the humanitarian community</strong></td>
<td><strong>Engage with various actors on the global, regional and local levels to understand needs of stakeholders and advocate for humanitarian logistics role and requirements</strong></td>
<td><strong>Continuously improve humanitarian logistics operations through learning from past operations, identifying gaps and sharing best practices within the Logistics Cluster</strong></td>
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Next steps...

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<th>FINALIZATION</th>
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<th>FOLLOW UP</th>
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<td>➢ SCOPE</td>
<td>➢ BUDAPEST</td>
<td>➢ BI-ANNUAL REPORTING ON PROGRESS</td>
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<tr>
<td>➢ ACTIVITIES</td>
<td>➢ POST BUDAPEST</td>
<td>➢ MID-TERM REVIEW</td>
</tr>
<tr>
<td>➢ INDICATORS</td>
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END OF DAY ONE