NOTE FOR THE RECORD

13th, 14th and 15th May 2014

Hosted by Solidarités International, Paris
BACKGROUND
The Logistics Cluster Global Meetings are held twice a year, and bring together senior logisticians from humanitarian organisations at the global level. These meetings provide an opportunity to discuss recent 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 since the Nairobi meeting of 2010 they have also served as a forum for strategic discussion concerning the further development of the Logistics Cluster.

INTRODUCTION TO THE NFIFR
The first two days of the Logistics Cluster Global Meeting in Paris focused on operational objectives and in particular to humanitarian responses to sudden-onset natural disasters and to "complex" emergencies.

Following informal discussions at the last Global Logistics Cluster meeting, on the third day a Cash and Markets forum was convened to bring together a large number of actors to examine the Supply Chain Management concerns for cash, voucher and market based programming.

The three-day event involved the highest number of contributions in a Logistics Cluster Global Meeting to date.

On the Agenda:

Operational objectives included: to establish a clearer picture of key events, provide an update on the current developments in the Logistics Cluster Operations in 2013-2014 and to identify any logistics information and coordination gaps. On the first day an in-depth session focusing on the 2013 Typhoon Haiyan Emergency Response in the Philippines was held and comprised of numerous presentations by representatives from NGOs, UN agencies, private partners and donors which provided attendees with an overview of the different actors’ activities and coordination mechanisms in the response. The second day focused on the logistics response to complex emergencies; activities, complexities and challenges were discussed for on-going Logistics Cluster operations including Central African Republic, South Sudan and Syria.

Strategic objectives included: to provide an update on projects undertaken in 2013 including Logistics Capacity Assessments (LCAs), Relief Item Tracking Application (RITA), Lessons Learned – Performance Review and the Logistics Cluster Website and Social Media channels. Possible future projects that could be undertaken were presented and discussed.

The Cash and Markets forum was co-facilitated between the Global Logistics Cluster and the Cash Learning Partnership (CaLP). The format of the third day was structured around a number of short case studies with Q&A, structured plenary discussions and break out groups.

The purpose of the forum was to share and exchange across a range of topics (See Annex 1: Agenda), and to begin to map:

- What are we already doing (in the supply chain management of cash and markets programmes)?
- Where are we succeeding?
- Where are we struggling?
- How can we work together as a global community going forward?

This document is organised to reflect the discussions as they took place during the Global Meeting in Paris. The Meeting Agenda is presented first, followed by a brief description of each presentation given to the plenary sessions. The note for the record aims to summarise the key discussion points, and the ideas generated for a collaborative agenda of shared interest topics going forward.
## GLM PARIS 2014

### MEETING AGENDA SUMMARY

### Day 1

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<th>Time</th>
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<tr>
<td>09:00</td>
<td>Welcome and Opening Remarks</td>
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<td>09:30</td>
<td>Humanitarian response in sudden onset natural disasters: Philippines Case Study</td>
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<td>14:00</td>
<td><em>Humanitarian Network on Environment - Groupe URD</em></td>
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<td>GLCSC 2013/14 Projects Update</td>
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<td>GLCSC 2013/14 Projects Update</td>
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<td>GLCSC 2014 Projects</td>
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### Day 2

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<td>Operation Update: South Sudan</td>
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<td><em>Humanitarian Procurement Centers - ECHO</em></td>
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<td>10:15</td>
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<td>Operation Update: Central African Republic (CAR)</td>
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<td>11:30</td>
<td><em>Update on Customs Discussions - OCHA</em></td>
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<td><em>Barcodes in UNHCR Supply Chain - UNHCR</em></td>
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<td><em>Update on Parcel Project – OXFAM and World Vision</em></td>
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<td>Operation Update: Syria</td>
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<td>09:15</td>
<td>Setting the Scene – Supply Chains in Cash and Voucher Programmes</td>
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<td>09:45</td>
<td>Case Studies: Changing our Concepts and our Business Processes</td>
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<td>Acronyms in CTP</td>
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<td>Case Studies: CTP in Insecure Environments</td>
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<td>Counting the Cost – Cost Efficiency and Value for Money</td>
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<td>Compliance and the Risk Environment</td>
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<td>Case Study: Accountability and the changing role of Logistics</td>
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<td>Market Analysis</td>
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<td>Addressing the Skills Gap</td>
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<td>Setting our Agenda</td>
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**Welcome and Introductions**

Jean Yves Troy, Head of Solidarités International welcomed all the participants to the meeting and to the new Solidarités International Head Office.

Wolfgang Herbinger, WFP Head of Logistics introduced the meeting with opening remarks, welcoming attendees and giving a brief introduction to the Logistics Cluster Global Meeting and Cash and Markets Forum. He thanked Solidarités International, the meeting hosts and all those who were present. Given the unprecedented number of emergencies occurred in recent times, the operational focus of the meeting was presented to the audience. An in-depth session on the Typhoon Response in the Philippines was introduced to emphasise the critical role of partnerships. Active participation and discussions were encouraged aiming at gaining insights and learning from each other’s experiences and best practices. An introduction to the third-day event, an extensive full day forum focusing on the importance of supply chain for Cash and Markets was given and its relevance as an emerging strategic theme in humanitarian supply chains was highlighted. It was mentioned that the logistics role in Cash and Vouchers is about supply chain assurance and strengthening markets and the percentage of humanitarian assistance using cash has increased from 5% to 25% in just 5 years.

Tommy Thompson, the Global Logistics Cluster Coordinator, welcomed attendees and opened the meeting, which he introduced as a forum. Contributors, who had been invited to give presentations on various emergency activities, were introduced and all attendees were encouraged to actively participate in the following discussions. The Logistics Cluster’s worldwide operations were presented together with overall statistics on the common services provided in 2013.

**Humanitarian Response in Sudden Onset Natural Disasters:**

**Philippines Case Study**

*Introduction - Presented by John Myraunet (Logistics Cluster)*

The deputy Logistics Cluster Coordinator began the session by providing participants with an overview of the Typhoon emergency beginning with the context and timeline of events. Challenges to the response operation were highlighted with particular focus on the lack of access, entry point congestion and lack of humanitarian supply chain visibility. Key to the response was the role of the partnerships and the coordination and cooperation between multiple actors, partners and the Logistics Cluster.

*Civil/Military Response and Coordination - Presented by Mark Kelley (Logistics Cluster)*

The context of the Civil/Military response to the emergency was presented to participants with a particular focus given to the coordination mechanisms and immediate assistance provided by the military actors involved during the operation. Participants were introduced to the current guidance for humanitarians when operating alongside militaries and the recent revision of the OSLO Guidelines for the use of MCDA to incorporate the role of the Logistics Cluster: “In cases when Military and Civil Defence Assets (MCDA) are deployed, the Logistics Cluster will coordinate with humanitarian and military actors to ensure the effective and efficient use of these assets to fill identified gaps in logistics capacity.”

The Logistics Cluster’s recent work on the development of Military and Civil Defence Assets (MCDA) Guidelines was also introduced.

**Action Point:**

- The Logistics Cluster to strengthen its leadership for the coordination of the use of logistics MCDA through the development of guidance material (e.g. use of MCDA air asset), staff development (training modules, awareness raising, staff profiles, roster) and liaison with relevant parties

**Private Partnerships**

**LET Response - Presented via Skype by Frank Clary (Agility)**

The presentation gave an overview of the role of the partnership between the Logistics Cluster and the Logistics Emergency Teams (LET). In 2013 the LET comprised of four of the largest global logistics and transportation companies: Agility, TNT Express, UPS and Maersk. The companies joined forces to help the humanitarian sector with emergency response to large-scale natural disasters. The LET Typhoon response, comprising of deployment of personnel, resources, assets, services and technical expertise was presented to the audience. The highly trained staff from the private sector partners deployed immediately to multiple locations and provided vital support thanks to their logistics expertise and local knowledge, increasing the speed and efficiency of aid distribution.
DHL Response – Presented by Michel Akavi (DHL France)

In cooperation with the UN Office for the Coordination of Humanitarian Affairs (OCHA), DHL established a global network of trained employees who volunteer as Disaster Response Teams (DRT). Following a general introduction to the DRT, including past responses and experiences in relief missions, the presentation focused on their role in the Philippines response, where DRTs were rapidly deployed and operational at within 72 hours at the regional Mactan Cebu Airport on Cebu island right next to the country’s most affected Leyte Island. DRTs provided vital assistance in dealing with the significant surge in incoming airfreight and with the management of the inbound relief goods to help ensure the quick flow of goods. In addition, local capacity building was undertaken with the training of local volunteers improving the sustainability of the operation. The critical role of the partnership between DHL, the Logistics Cluster and humanitarian partners was confirmed in the successful sharing of resources, effective cooperation and overall success of the response.

Participants raised the issue however, that private partners currently only provide assistance in natural disasters.

Action Point:

→ Logistics Cluster’s participants to explore how private partners’ assistance available for natural disaster could be expanded for complex emergencies, and to report findings at next Global Meeting

Donors Response – Presented by Robert Demeranville (USAID/OFDA)

Participants were provided with an outline of the response from a donor agency’s viewpoint, specifically USAID/OFDA. Preparedness and rapid response was critical; pre-positioning a disaster response advance team in Manila ahead of the typhoon proved crucial to the operation. Both military assets (C-130s, Ospreys, choppers, and the Civ/Mil operational support) that the Defence Department offered to the Government of the Philippines and the availability in the region of specially trained officers with relevant knowledge allowed for a rapid deployment and an effective and efficient operation. The strong coordination with the Philippines Government, the Logistics Cluster, the humanitarian community and other actors greatly contributed to the success of the operation.

Humanitarian Partners Response:

UNICEF Response – Presented by Jess Meus (UNICEF)

The session described the already challenging emergency situation before the Typhoon and how poverty, the major earthquake which hit Bohol two month earlier and the internal conflict in Zamboanga stretched even further national and international capacities when Typhoon Haiyan hit. UNICEF, as other humanitarian organisations, had to respond simultaneously to various emergency fronts, managing sufficient goods in various locations and facing congestion at crossing location. Challenges were mitigated by the deployment of a Human Resources Supply Chain Manager, by effective collaboration with private sector partners (including commercial airlines) and with the support of the Logistics Cluster. The highly effective and efficient collaboration between the multiple actors and organisations in the response was discussed.

At the onset of the emergency, when air/sea ports were congested with cargo, it was highlighted that there was a lack of visibility regarding individual commodities, which was creating unnecessary delays as organisations spent long periods of time searching for their cargo. Although logos were present on most cargo, they were usually concealed by the cargo packaging. A more logical system of colour coding commodities by cluster type was suggested, in order to facilitate the movement of vital and lifesaving cargo.

Action Point:

→ Logistics Cluster in cooperation with UNHRD and partners to explore the feasibility of a common coding system for commodities, in order to ensure visibility and avoid any unnecessary delays in the onward movement of cargo, and to report findings at next Global Meeting

Save the Children Response – Presented by Chuck Woolgar (Save the Children)

The structure of Save the Children was presented to participants; it now comprises Save the Children International and other 30 member organisations. The partnership and collaboration are an integral part of the organisation which also has strong national, multi-national and global partnerships with the private sector. Coordination between members, different needs, various programmes and management of donations from diverse private partners during the response in the Philippines was discussed, as this was the first corporate rapid response for Save the Children International. The Logistics Cluster managed its coordination better than in previous response although the need for NGOs to feed more information and needs was highlighted.

Action Point:

→ Logistics Cluster to engage with partners to identify opportunities for inclusion of Supply Chain as key issue for aid effectiveness in the 2016 Humanitarian Summit
HUMANITARIAN NETWORK ON ENVIRONMENT

Presented by Blanche Renaudin (Groupe URD Paris)

The focus of this presentation has been to provide participants with an overview of the current approaches and context of the environment in humanitarian action and logistics, as they are increasingly being incorporated into humanitarian policies and donor agendas.

In response to the increasing awareness among humanitarian actors of the potential negative impacts of their programmes on the natural environment, through a Groupe URD initiative, a number of NGOs met to formally establish an experience-sharing network (Humanitarian Environment Network) to discuss priorities and expectations. The network is open to any humanitarian organisations interested in adopting an environmental approach.

It was pointed out that insufficient inclusion of environmental considerations in relief operations can increase vulnerability, as relief and recovery operations that follow disasters and conflicts can sometimes cause as much environmental damage as the crises they were designed to respond to.

Also basic operations of a large humanitarian presence, which is designed for rapid and intense operations, all too often leaves behind a trail of polluting waste. Improved planning efforts may reduce redundancy in transportation resources and thus improve vehicle use and decrease the negative impact of decisions regarding pre-positioning of relief items in warehouses. Also decisions regarding types of packaging and handling can have impact on the amount of transportation needed within the system.

Another challenge is the unpredictability of demand (during emergency response) in terms of timing, location, type, and size and constraints on information, time, funds, and available resources.

GLCSC 2013/14 PROJECTS UPDATE

RELIEF ITEM TRACKING APPLICATION (RITA) AND LOGISTICS CAPACITY ASSESSMENTS (LCAS)

Presented by Sean Price (Logistics Cluster)

The Relief Item Tracking Application (RITA) is a single, globally accessible system that keeps track of all cargo moved via Logistics Cluster services. It is a web-accessible application, developed by WFP Logistics, that allows any trained logistics officer to document, monitor, and report on in-country transport and storage services in emergencies. Recently, RITA has been used by Logistics Cluster operations in Syria, South Sudan, and the Philippines; but also supports WFP Service Provision in Zimbabwe, Zambia, and Mozambique. An update on the current status and developments of RITA was presented and provided participants with insights concerning the system and data management capabilities.

Following the 2013 LCA system upgrade presented at the Global Meeting in Berlin, the LCA presentation gave an oversight about how having quick access to well-structured information on the logistics infrastructure of a country is often a critical factor for effective emergency response. A Logistics Capacity Assessments (LCA) is a single data source that details the capacity of logistics infrastructure, services and additional references for available contacts and information, with all the information universally accessible online. The participants were provided with recent developments and possible future changes including opportunities for multiple languages and improvements in information dissemination speed and format.

Action Point:

→ Establish links between LCAs (logs preparedness and planning tool) and (a) rapid assessment teams; (b) training in humanitarian logistics (LRT, TRIPLEX)

LOGISTICS CLUSTER WEBSITE AND SOCIAL MEDIA

Presented by Chiara Argenti (Logistics Cluster)

Following the unveiling of the new Logistics Cluster website during the previous Global Meeting in Berlin, the site was launched last January. Statistics and achievements of the new logcluster.org were presented, with focus on detailing the new functionalities of the operations pages. A particular attention was given to the interface which now allows easier access to the various IM products available.

Participants were also presented with the new social media accounts (twitter and Facebook accounts) which were explored to drive traffic to the website. By not limiting the communications to traditional methods or messages, engaging content on social media allows to open the conversation to a wider audience, growing influence and raising awareness of Logistics Cluster activities.
LESSONS LEARNED PROJECT
Presented by John Myraunet (Logistics Cluster)

Based on one of the recommendations from the 2011-2012 Joint Evaluation of the Logistics Cluster, the lessons learned project has been mainstreamed into the Logistics Cluster 3-Year Strategy to ensure that the Logistics Cluster establishes a standard baseline for regular assessment and evaluation of its operations.

Participants were presented with the methodology and the progress of the revision of its three fundamental elements (User Feedback Survey, a Logistics Cluster Staff Feedback Survey, and Field Missions). The goal of the project is to enhance Logistics Cluster performance in its three pillars (Coordination, Information Management and Logistics Services provision) and identification of additional training needs and tools.

Recent lessons learned are available on the website at: http://logcluster.org/performance-review

Action Points:

→ The Logistics Cluster to notify about upcoming lesson learned field missions to enable organisations to participate to the performance review process

AFGHANISTAN UPDATE
Presented by John Myraunet (Logistics Cluster)

Following-up from the previous Global meeting in Berlin, the presenter updated participants on the status of the panel discussion’s recommendations. The action points were outlined and outcomes and on-going activities described. The latter include the recently updated LCA for Afghanistan and on-going assessments for the neighbouring countries; trainings for various actors; logistics preparedness meetings and engagement with relevant ministries and disaster management agencies.

GLCSC 2014 PROJECTS
Presented by Tommy Thompson (Logistics Cluster)

The session focused on presenting to participants the current and potential future projects that the Logistics Cluster is to undertake. Current projects include the MCDA Chapter in the Field Handbook, the Knowledge Platform and the LRT Training due to take place in October 2014.

Participants were also advised that following the outcomes of a Logistics Cluster funding review, funds for a secondee are available and discussions will be held regarding the skills, functions and requirements of the position.

Action Points:

→ The Logistics Cluster to draft with interested partners terms of reference and area of expertise of a secondee position, and to finalise the selection process before the next Global Meeting

→ Knowledge Platform WG to propose the modality for sharing information on topics discussed in the Cluster. Proposal will include clarification that the LC does not act as an endorsement mechanism for project funding, and will be presented at the next Cluster Meeting
DAY TWO

**OPERATION UPDATE: SOUTH SUDAN**  
*Presented by Christophe Morard (Logistics Cluster)*

This operational update provided participants with an overview of the recent and current situation in South Sudan, the activities of the Logistics Cluster and the complexities involved in the operation. The presentation touched on the highly complex nature of the crisis and the impact this has on the ability of the Logistics Cluster to provide logistics services. The lack of visibility of the humanitarian supply chain was highlighted as a major constraint in preplanning in addition to the access limitations due to the insecurity and recent onset of the rainy season. It was followed by a question and answer session.

**HUMANITARIAN PROCUREMENT CENTERS**  
*Presented by Loïc Lallemant-Zeller (ECHO)*

The presentation focused on Humanitarian Procurement Centres (HPCs); not-for-profit organisations specialised in the management of supplies and services necessary for the implementation of humanitarian actions. The presentation provided participants with an overview on HPCs and their provision of technical assistance in procurement or supply pre-established stocks. Advantages when procuring goods and services through HPCs were outlined to the audience: procurement procedures are simplified; partners may use a single quote procedure to award the contract; orders are passed to the HPC for competitive tendering.

Organisations interested in becoming HPCs have to fill in an HPC questionnaire available online:


**OPERATION UPDATE: CENTRAL AFRICAN REPUBLIC (CAR)**  
*Presented (Via Skype) by Gilles Cimetiere (Logistics Cluster)*

This operational update provided participants with an overview of the recent and current situation in the Central African Republic (CAR), the activities of the Logistics Cluster and the complexities involved in the operation. The key points raised included the high levels of insecurity and volatility within the country which is having significant impacts on the activities of the Logistics Cluster. The issues of lack of fuel availability and very limited storage capacity was raised and the arrival of the additional International Forces in the coming months will put additional pressure on the resources. The presentation also included an update on the current funding levels which are below requirements. It was followed by a question and answer session.

Participants were informed that ECHO has organised repeated humanitarian aid flights from Europe and the region to CAR through the activation of the Service Framework Contract with the Freight Forwarder Kuehne + Nagel. This option can be activated in case of transport gaps and the activation decision is taken by the geographical unit managing the projects in CAR.

**UPDATE ON CUSTOMS DISCUSSIONS**  
*Presented by Isabelle de Muyser-Boucher (OCHA)*

The presentation provided an update on developments in customs facilitation since the last Logistics Cluster Global Meeting. Notably, the "One-Stop Shop" for customs operations in the Philippines, the OCHA-WCO-IFRC regional seminar; ongoing discussions with the World Customs Organization and the inclusion of appropriate terminology in the ATA convention. Future developments were also presented with planned next steps to include customs workshops, e-course development and a continuation of progress on the Model Agreement.

**BARCODES IN UNHCR SUPPLY CHAIN**  
*Presented by Mats Hultgren (UNHCR)*

This pilot project has been initiated following a joint discussion between six humanitarian organisations and a Not-For-Profit Association offering a range of standards and services to improve supply and demand chains. The discussion objective; to increase the quality, speed and accuracy of data capture within the supply chain was presented to participants along with the focus of the initial stages of the project including scope, structure and timelines.

**Action Point:**

→ Logistics Cluster to facilitate information exchange on barcoding initiatives in humanitarian logistics
UPDATE ON PARCEL PROJECT – OXFAM AND WORLD VISION
Presented by Martijn Blansjaar (OXFAM GB) and Jonathan Spence (World Vision)

Initially introduced at the 2013 Logistics Cluster Global Meeting in Berlin, the PARCEL (Partnership Capacity Enhancement in Logistics) Project is an ECHO funded initiative aimed at increasing the logistics capacity of local partners to respond in emergency-prone countries. This update provided an overview of the project progress since it has gone live. Key achievements include the development of ‘Pick up and Go’ training materials which have assisted in capacity building exercises which have been carried out with over 50 local partners in five countries. In addition, a Logistics Toolkit for partners and an E-Learning system have helped to standardise the approach to training and improve sustainability.

LOGISTICS CLUSTER OPERATIONS
Presented by John Myraune (Logistics Cluster)

An overview of current activities, key challenges and situational complexities in the Logistics Cluster Operations was presented. Notably, updates included the Logistics Cluster Fuel Provision Service in Yemen, the activation of a Logistics Cluster in Iraq and subsequent deployment of a Logistics Cluster Coordinator in April 2014 and the de-activation on the Logistics Cluster in Mali.

OPERATION UPDATE: SYRIA
Presented by Jeppe Anderson (Logistics Cluster)

This operational update provided participants with an overview of the recent and current situation in Syria, the activities of the Logistics Cluster and the complexities involved in the operation. Access constraints due to the complex nature of the crisis were highlighted as a key logistical challenge to the Logistics Cluster Operation. The plan to implement a humanitarian hub in Aleppo was shared with participants, however the process of extensive negotiations with various parties in order to access areas was highlighted as a major constraint. The presentation was followed by a question and answer session.

Action Point:

→ The Logistics Cluster in Syria to assess the feasibility of cost-recovery storage services to pre-position humanitarian supplies prior the winter period

DISCUSSION ON PRE-POSITIONED ASSETS FOR AID DELIVERY AUGMENTATION IN A NATURAL ONSET DISASTER RESPONSE

The session objective was to propose to participants, an offer of pre-positioning assets for aid delivery augmentation in a natural onset disaster response. Discussions evaluating the potential advantages and disadvantages of the concept were had and outcomes presented to the meeting attendees.

CONCEPT:

- Pre-position relief items in standard twenty-foot containers (TEUs) in strategic locations globally.
- Shipping transport to disaster affected areas would be the priority.

GROUP DISCUSSION:

The participants were split into four discussion groups of approximately 12 people, and the groups tasked to evaluate and analyse the concept focusing on factors internal to the concept; the strengths and weaknesses and externally, opportunities and threats.

OUTCOMES OF GROUP DISCUSSIONS:

STRENGTHS

It was agreed upon that the offer would enhance the humanitarian disaster response by increasing agency coordination and unity, and provide an additional tool for the supply chain, reduce transportation costs and improve emergency preparedness. It could lead to a standardisation of commodity specifications which could provide additional benefits to humanitarian responses but would require a lead agency to oversee and manage the process. The potential for expanding collaboration with the private sector and an increase in leverage between actors was regarded as a positive aspect to the proposal.

WEAKNESSES

Following the discussions, the proposal was criticised for being too flexible and prone to error. With multiple actors involved, the need for strong governance and management was highlighted and responsibly for ownership of the proposal and procedures after shipment was raised. The potential for errors in commodity visibility and adding confusion to the pipeline were discussed. A variety of limitations regarding commodities to be pre-positioned was emphasised. These included limitations on type, quantity,
importation and storage variations. Issues regarding the storage type, size and quality was raised and possible infrastructure damage, congestion and strain on onward surface transport resources that might occur in the affected area could complicate the proposal. Participants also discussed the possible restrictions on response type associated with the proposal. The time constraints, unforeseen complexities and new modalities of the first wave of the response could decrease the effectiveness of the proposal. Questions were also raised regarding the sustainability, continuity and reliability of the offer which was seen as a significant weakness.

**OUTCOMES**

The discussion concluded with participants recognising the advantages of the proposal but highlighting the extensive weaknesses involved. More information on the flexibility of the proposal and analysis of current agency needs, requirements and possible locations of storage was raised. The existing warehouse agreement was highlighted as being satisfactory for current requirements although splitting the proposal to take advantage of two aspects: commodity pre-positioning and shipping was seen as a possible step forward. Using the offer as a replenishment tool after the first wave response in addition to placing the containers with agency manufactures to be loaded at the time of the disaster for onward transport and left as storage in the affected area was proposed.

**Action Point:**

- The Logistics Cluster to liaise with private sector and partners to explore feasibility of incorporating In Kind shipping offers into Emergency Response
BACKGROUND

Cash and Voucher modalities in humanitarian programmes are no longer a marginal concern, but rapidly becoming ‘business as usual’ for many humanitarian organisations. Following informal discussions at the last Global Logistics Cluster meeting, and an initial meeting held to explore this topic at WFP in December 2013, this forum was convened to bring together a large number of actors to examine the Supply Chain Management concerns for cash, voucher and market based programming.

The forum was co-facilitated between the Global Logistics Cluster and the Cash Learning Partnership (CaLP). Through the course of the day, more than 50 participants representing 32 organisations attended the forum (see Annex 2: Participant List), including Logistics professionals, Cash and Markets specialists, strong institutional donor participation (USAID, DfID) as well as private and academic sector partners, providing a rich and diverse melting pot for discussions.

The purpose of the forum was to share and exchange across a range of topics (See Annex 1: Agenda), and to begin to map:

- What are we already doing (in the supply chain management of cash and markets programmes)?
- Where are we succeeding?
- Where are we struggling?
- How can we work together as a global community going forward?

The format of the day was structured around a number of short case studies with Q&A, structured plenary discussions and break out groups focusing on two topics: Compliance & Risk Management and Up-Skilling the Logistics Workforce.

This note for the record summarises the key discussion points in each session, and the ideas generated for a collaborative agenda of shared interest topics going forward. All presentations and annexes are available here: http://logcluster.org/global-meeting/global-meeting-paris-2014
SESSION OVERVIEWS

ALL POWERPOINT PRESENTATIONS AND RELEVANT DOCUMENTATION MAY BE FOUND IN THE ANNEXES.

WELCOME AND INTRODUCTIONS

Wolfgang Herbinger, WFP Head of Logistics began the meeting with opening remarks, welcoming attendees and giving a brief introduction to the first Logistics Cluster Cash and Markets Forum. He thanked all those who were present and in particular the Cash Learning Partnership (CaLP) for co-facilitating the meeting, and provided a brief overview of the background to the forum. The importance of Cash and Markets as an emerging strategic theme in humanitarian supply chains, was highlighted as well as the relevance of cash and vouchers across functions and across clusters and sectors was highlighted. The need to recognise and manage the supply chain in cash and voucher interventions was emphasised, and the need for us, as a Logistics community, to change our thinking about this type of work and embrace a new chapter ahead; cash is here to stay.

SETTING THE SCENE – THE SUPPLY CHAIN FOR CASH AND VOUCHER PROGRAMMING

Presented by Rebecca Vince (Logistics Cluster)

Participants were welcomed to the Logistics Cluster Cash and Markets Forum and a brief overview of the agenda was given. The Resource Library of materials available to take away was introduced, as well as the map of resources mentioned during the day, which Helene would be keeping track of. Rebecca illustrated the emergence of CTP and markets onto the logistics agenda over the last c. 5yrs, from initially very practical concerns around how to buy vouchers, through to technology solutions for delivering cash and vouchers, to now more increasingly around the role of logistics to engage in markets, in assessment, monitoring and assurance of those markets to make sure the supply chain ‘behind’ a cash / voucher programme is functioning.

Markets in Emergencies recover, even in a small way, very quickly and whilst our usual, ‘comfort zone’ of sourcing for an emergency would tend to start geographically distant from the response, shipping large volumes of items in kind from overseas / large markets, there is an increasing realisation that sourcing from markets closer to the beneficiaries can have a greater and more positive impact, for instance on micro-economic recovery of local markets. A model for a programme outcome-centric sourcing strategy was presented, whereby the closest markets to a response are examined first, and then markets further out only utilised as and when the closer markets’ capacities are insufficient. In simple terms, if the markets around beneficiaries are functioning, why not use them?

The concept of market strengthening was introduced, and how working with markets and vendors to improve supply can be a parallel activity to delivery, improving again our impact on the markets, beyond just the ‘Do No Harm’ ambition. Logistics and SCM, as a function, could now directly contribute to ‘programme’ outcomes. The increasing trend of CTP vs IK over the last c. 5yrs was presented, based on informal discussions with agencies prior to the Forum, and the possible future trend for the next 5 yrs postulated, highlighting the importance for many agencies to redefine the relevance of Logistics and SCM in the CTP context. Cash is a modality to achieve a programme outcome, and not a programme outcome in itself, but if our business processes and our supply chain have been designed with In Kind in mind, is it now the time to review our business processes, for instance procurement, not to deal with cash as a marginal, work around way of working, but in recognition of the role it now plays in our humanitarian response.

Slide from the opening session illustrating the average trends of IK and CTP as a % of volume of spend across informal agency interviews.
Many of the world’s most vulnerable countries suffer from cyclical or complex, predictable emergencies. The question was posed as to what we could do together, before an emergency, to help strengthen markets so that they recover and function even faster?

The initial findings from a survey conducted prior to the meeting were presented, designed to explore Logisticians’ experiences so far in supporting CTP and market-based programming across different organisations, levels and countries. Several key points of note for the meeting included the challenges field logisticians were facing in their support of CTP activities, the breadth of commodities cash and vouchers were now being used for, not just food but increasingly hygiene items, household items, water, shelter and fuel. [The Survey can be found in Annex 6, Initial Results are show in Annex 7 and the Presentation in Annex 3] The initial results from the survey were discussed in plenary and the importance of capturing the confidence level results and linking this to areas of future capacity building / training work.

**CASE STUDIES: CHANGING OUR CONCEPTS AND OUR BUSINESS PROCESSES**

**Presenter: Brian Healy (GOAL)**

The first presentation within this session focused on the Voucher Programme implemented by GOAL in northern Syria. It focused in particular on the procurement, specification and procedures involved in the use of vouchers and the implementation of the project. An example of the vouchers being used was shared. The role of logistics in cash and voucher programmes was discussed, and the disappointment that often logistics and supply chain management are ‘overlooked’ or forgotten about in roles and responsibility discussions. A draft matrix of roles and responsibilities was shared, with Logistics conspicuous in its absence. The session concluded with a more detailed discussion on vouchers, including concerns on counterfeits and data security. The lack of industry standards for vouchers was discussed, as well as the decision of vouchers and not unconditional cash transfers in this particular case and the importance of data protection of our beneficiaries in any voucher or technology activity.

**Presenter: Adrian van der Knaap (WFP Logistics)**

Why are we doing this? Traditionally, Logistics and Supply has been seen as resource activity, but increasingly is now blurring those lines and becoming resource activities with programmatic elements (the example of P4P was given). In this example, *what if the beneficiaries go to market with their vouchers and there is nothing there?* Are we happy with ‘Do No Harm’ - is that enough for us? Or do we want to do as much good as possible at the same time, to leverage the significant volumes we spend and the opportunities that emergencies present to do more? Adrian introduced the concept of Supply Assurance, explaining that, in order to assure supply is there in the small markets, we have to *enable supply*, particularly at large scale in remote and volatile regions where the reliability of supply is not guaranteed. This has benefits for our own supply, but also enabling supply in a country can *enable trade* at the same time. So what if that, instead, became our objective? Adrian challenged that traditional ‘development’ activities in a country’s infrastructure can equally be done in emergencies, or even as resilience measures before an emergency.

What if, as a principle, we don’t do emergency work without development activities too?

Examples included:

- **Enabling Retailers** (for instance support to rebuild local market capacity and electronic cash or voucher payment systems)
- **Facilitate Reconstruction of key infrastructure** (for instance special operations for Ports, Roads, Rail, Bridges but directed towards enabling trade, not just In Kind delivery)
- **Institutional Capacity Building** of Public and Private Sector (developing systems and staff capacities)

The session concluded with a summary of the concept of *transformational logistics*, whereby in Logistics we could strive to *achieve an economic objective whilst fulfilling our humanitarian mandate*.

Q&A included discussions around the need to adapt not just our processes, but our organisational structures, and our senior management thinking about the concepts and possibilities here. The concepts presented challenge the traditional emergency / recovery / development ‘boxes’, but to be successful, this challenge would need to be reflected (e.g. in funding streams, projects, senior management). The challenge of rebuilding infrastructure in an emergency, but then leaving it without a sustainable maintenance strategy was discussed and the importance of leaving a legacy, not just a temporary fix to infrastructure / supply chain problems raised. This not only requires a change in how our senior managers, our programme teams and our donors think, but also how we, in Logistics are thinking, learning and focusing ourselves towards program outcomes.

**ACRONYMS IN CTP**

**Presented by Helene Juillard (CalP)**

This short interactive session provided participants with an overview of commonly used acronyms in Cash and Market Programmes. [See Annex 4: Acronyms]
CASE STUDIES: CTP IN INSECURE ENVIRONMENTS

Presenters: George Fenton & Jonathan Spence (World Vision International)

WVI presented two short case studies. The first was from Bekka Valley, Lebanon where a blended approach of unconditional cash and cash value vouchers was used on a $20m+ scale programme. Key reflections from this experience included the criticality of a functioning market system and the need to monitor this through the programme. The fact there were mature banking systems in place also helped with the choice of modalities. Challenges included the scale and associated risks of the unconditional cash option in the context, as well as a lack of fit between the operating procedures to cash ways of working.

The second example was that of a Medical voucher programme in Northern Syria. Initially the project design had been in kind, direct delivery, setting up clinics for medical services provision, but due to various challenges with this modality (including insecurity, access and the feasibility of supply and re-supply), the team decided to switch to a voucher design, piloting this in several areas and working with private, registered GPs geographically close to beneficiaries. This meant working with an existing, functioning and mature supply chain and was hoped to be more sustainable than creating a parallel infrastructure. Challenges and reflections included the need to revisit our approach, controls and operating procedures in insecure / remote environments, the limitations of not having a functioning banking system in this case, and the need for specific skills and expertise in market analysis to feed into the design and implementation of these kinds of projects.

Q&A included discussions on the challenges of quality assurance in this kind of medical programmes, and how you can assess quality perhaps by getting samples sent out from the country, when you can’t go in. As well as quality assurance, the challenge of supply assurance was again discussed in this example, and what ‘back up’ plans could be put in place if supplies were cut off. This raised the critical importance of not dismantling our In Kind Supply Chain and relying solely on the vouchers, in cases where supply interruptions are a reality. Again, the question of conditional vs unconditional cash was raised and the issue of being accountable for, and hence being able to measure and track, medical provision was discussed, particularly in cross border, remote programming. The security of the electronic vouchers was discussed, as well as the need to coordinate better in identifying which market assessment and analysis tools are best to use in which circumstances, and by whom?

Presenter: Jill Morehead (MercyCorps)

Jill Morehead from MercyCorps continued the theme of CTP in Insecure Environments, sharing her experiences from Mali, the DRC and Pakistan and identifying common aspects from the three case studies. Jill presented examples across the different modalities in ‘cash’ including of cash vouchers, electronic cash vouchers and cash for work.

Challenges and lessons included the limited infrastructure to support e-vouchers and the need to source multiple battery units or charging generators in the locations (the suggestion was made that logistics collaboration here could have mitigated this), as well as the distances between the beneficiaries and the markets (DRC) and the lack of functioning financial institutions / systems available. In summary, Jill highlighted the critical role of market assessments, adding that even if you only have a short timeframe in an emergency you can still do a very rapid market assessment and then improve on it later, but monitoring markets as well as beneficiary outcomes is critical and needs to be joined up; this of course can be harder in insecure contexts and different forms of beneficiary feedback and complaint mechanisms need to be explored. Also mentioned were the challenges of beneficiary and vendor selection, particularly with the latter how to ensure open and transparent access to all vendors, rather than only working with the first few that you find and the need to recognise that vendors / traders can also be beneficiaries of a programme (linking back to the market strengthening discussions earlier in the day) which can also impact on how we select vendors. The issue of costs was also highlighted, and whether CTP as a delivery mechanism can be faster but possibly more expensive, how we define this is important (see session notes below on this topic).

Q&A included discussions around how to set the value of a cash transfer / voucher and coordination with other agencies on this (a cash working group was established in the Pakistan example to set wages for CFW), as well as beneficiary identification when there are multiple rounds of cash distributions. The difficulties of unconditional cash and ‘anti-social spending’ were discussed, though a number of participants throughout the day’s sessions noted that beneficiaries still sell our in kind goods and we rarely track this. Is CTP under higher scrutiny than in Kind because it’s ‘cash’? The challenges around cash for ‘work’ and the associated problems to do with employment law etc. were discussed as well as the challenge in finding appropriate work activities for women in different cultures and contexts.

COUNTING THE COST – COST EFFICIENCY AND VALUE FOR MONEY

Presented by Helene Juillard (CaLP)

Helene Juillard initially gave an introduction to the Cash Learning Partnership (CaLP), a collaborative initiative across a group of INGOs promoting appropriate, timely and quality cash and voucher programming and gave an overview of the volume of tools,
training materials, research studies and guidance available. (See Presentations for more information or visit www.cashlearning.org)

Helene then introduced the challenges faced in the cost efficiency and value for money debate. To stimulate the debate, participants were presented with a very simplified scenario and asked to ‘vote’ in small groups as to whether CTP of In Kind would be more cost efficient and then secondly which would be more value for money. Discussions in plenary were lively and experiences in the group broad ranging, particularly as some agencies measured the cost of logistics and supply differently to others / in different ways. The key points which arose from the discussions included:

- **Value for Money** definitions are not consistent and vary from one agency to another, and within donors.
- When looking at the cost efficiency aspect of in-kind goods versus CTP, some ‘hidden’ costs are not always taken into account, for instance unit cost comparisons between IK and CTP can fail to tell the ‘whole picture’. Similarly, relying 100% on CTP as a modality and dismantling the IK Supply Chain can then cost more in the long term if it needs to be re-established.
- As well as hidden costs, there are hidden ‘values’ (benefits) in delivering with CTP which should be considered in the VfM debate.
- There is a lack of evidence in the cost effectiveness / VfM of CTP vs In Kind, particularly when looking at the geographical proximity of spend to beneficiaries and the associated micro-economic benefits, which could be taken forward in a new research area. This was discussed as a potential action to take forward.

**COMPLIANCE AND THE RISK ENVIRONMENT**
*Presented by Rebecca Vince (Logistics Cluster)*

Rebecca Vince introduced the session, defining the scope of the main supply chain related risk and compliance areas in CTP:

- Fraud Risk
- Insecure Environments
- Supply Chain Risk (delivery)
- Do No Harm (Markets)
- Monitoring Challenges
- Reconciliation Challenges
- Push for more Process Rigour (ext.)
- Push for more Accountability (ext.)

The forum then split into 6 groups, each facilitated by an appointed forum participant, to tackle one of the following questions to address the risk and compliance challenges in SCM for CTP: Q1 How can we change our Controls? Q2 How can we change how we Comply? Q3 How can we change our Risk Appetite? Feedback and ideas from the groups included:

**Q1 How can we change our Controls? (Groups A + B)**

- Change our controls around the risk of monopoly suppliers.
- Improve post distribution monitoring and link directly to supplier management, introducing and enforcing penalty clauses.
- CTP highlights gaps in our controls which are also relevant to In Kind risk areas, so suggestion to take the opportunity to review controls with both delivery mechanisms in mind (all controls).
- Tie Quality Control to Complaint Mechanisms so that quality of delivery can be more closely monitored.

**Q2 How can we change how we Comply? (Groups C + D)**

- Need to **work with the donors to revisit some key policy areas** which haven’t kept pace with CTP and programme changes.
- Practical example: US funds apparently can’t be used to cash grants to traders, only to non-profit entities, so vendor support / market strengthening work cannot be funded in this way at the moment; some challenges around ‘grants’ vs. ‘transfers’.
- Discussion on whether CTP should force us to revisit / change our core business processes or whether it’s better to write a separate, parallel process for CTP (e.g. different procurement processes around open but non-competitive circumstances, segregated procurement to multiple vendors etc.). So far, most agencies are handling these examples with waivers / workarounds rather than with a changed / dedicated process. Plenary discussions referred back to earlier points on the need to articulate clearly the ‘programme outcome-centred’ procurement goals rather than ‘efficiency / cost-centred’ outcomes.
- Need to **work with audit teams** on this too, in agencies and within donors to revisit controls and how we comply.
- One idea for working with audit teams which needs clarifying, internally and with the donor community is that, for the procurement of services for cash, the requisite process should be determined by the value of the services, not considering the value of the case, as the cash is the ‘commodity’ here in the procurement process.
There was a suggestion to look at how we can best use the emerging technologies in this field to improve how we track, reconcile and account for our activities in CTP.

The plenary discussion raised the challenge of when a donor’s preferences are for IK, even when the response analysis recommends CTP, for instance in the circumstances that the donor wishes to use their own IK stocks for the response – who advocates in these circumstances and what role could / should Logistics and SCM play?

Q3 How can we change our Risk Appetite? (Groups E + F)

Group feedback highlighted the danger of fact vs. fiction in risk identification and the need for an evidence base to map key risk areas in CTP vs. IK. For instance, people tend to ‘feel’ happier with the risks associated with In Kind, but this doesn’t mean they are inherently lower risk – it may be we are more comfortable with those risks or because we associate less risk with ‘things’ and more with ‘cash’ or cash equivalents.

In terms of risk appetite, we are used to considering Impact and Likelihood (e.g. Low / High ratings), but also need to acknowledge how Context, Time (Duration) and Scale impact our organisational Risk Appetite as well. Challenge is how to anticipate / consider these factors in the redesign of our processes and controls.

There are also other factors affecting our risk appetite, including the perceived strength of our processes / controls / SOPs, views of beneficiaries, of donors, of the public, and of our partners.

Discussions around Risk Avoidance vs. Risk Mitigation.

One group reflected that it seems as we lose some ‘control’ on the Implementation side of the programme (by giving cash to beneficiaries), that we seem to be trying to compensate by putting more controls into our internal processes.

Need to define appropriate goals for control and risk in CTP, considering the risks we have always tolerated with In Kind (e.g. monetisation of goods in kind). Our internal indicators, processes and controls need to adapt and ‘catch up’ with cash, but we also need to ensure we are not ‘feeding the beast’ rather than feeding the beneficiaries.

CASE STUDY: ACCOUNTABILITY AND THE CHANGING ROLE OF LOGISTICS

Chuck Woolgar (Save the Children)

Save the Children UK have been examining what role Logistics plays in cash transfer programming, particularly focussing on Accountability. Discussions are ongoing but initial thoughts are that Logistics in Save may take responsibility for Market Assessments and Monitoring, and the decision on Cash Payment Mechanisms, essentially looking at the feasibility of a desired project modality. Challenges discussed included the transferability of our existing Logistics skills to these new activities, for instance: in Logistics we’re used to assessing vendors, but not very small vendors, is it the same skill? The potential of working more closely with the private sector to do market assessments was discussed in plenary. Group discussions highlighted the need to identify specific roles and added value of logistics in different cash and market activities, not least to avoid reinventing the wheel and to make sure that (each agency) can define what works best for them, their workforce, their teams.

MARKET ANALYSIS

Gregory Matthews (International Rescue Committee)

The role of market assessments, analysis and monitoring in humanitarian emergencies was explored in this presentation which focussed on the importance of considering the market as a complex system around, and within, an affected beneficiary population. Markets are not only useful in providing essential items for beneficiary survival, but also in protecting the livelihoods of those same affected populations. Greg introduced three different forms of Market Based Programming (MBP), Market Integrated Relief, Indirect Support through Markets and Market Strengthening and Development. He then went on to give the forum a guided tour through some of the tools in use today for Market Analysis: the MIFIRA framework, the RAM and the MAG, and the EMMA toolkit. The appropriateness of each tool to different settings / needs was discussed, and in particular the new work areas being explored now in Market Monitoring tools, as well as Pre-Crisis Market Analysis, to understand a baseline for vulnerable areas and attempt to forecast the impact a particular shock might have on that market in the future.

In line with the earlier presentation on Transformational Logistics, Greg continued to talk about the real and exciting possibilities for Pre-Crisis Market Strengthening and Market Based Preparedness / DRR programming. In conclusion, Greg looked at the potential for Logistics to link in more strongly to market based activities, sharing some examples of ‘classic’ Logistics strength areas and how these might translate to MBP and CTP modalities. Plenary discussions included the question of using / adapting Logistics tools towards market monitoring / price monitoring of key commodities and how to include traders and beneficiaries in this information chain. This was discussed as a potential action to take forward and investigate further.

ADDRESSING THE SKILLS GAP

Mike Goodhand (British Red Cross)

Mike Goodhand introduced the session with an overview of the changing role of Logistics with the emergence and significant increase in CTP and markets programming, and how as several presenters had already mentioned, this presented us with a skills gap to address, to be ready to support CTP and markets activities. Mike referred back to the survey and which task and activities...
the survey respondents felt most and least confident in delivering, and reminded the group of the 22 tasks and activities which had been put to the survey group. These covered areas including:

- Market Assessments and Monitoring for CTP
- Security and Risk Management for CTP
- Project Design and Budget inputs for CTP
- Supplier Selection and Management for CTP
- Distributions of cash / vouchers
- Coordination
- Record keeping and Reconciliation
- Working with local partners on CTP

Breaking again into 6 groups, participants were asked to read through the list of 22 activities and tasks, discuss and find the common ground where most of the group were in agreement that this was a good task fit to Logistics and SCM, now or in the future. They were then asked to identify skills gaps with these ‘common ground’ tasks and share their ideas for how to address them. Time was limited but discussions fruitful, with the following ideas and suggestions from the groups’ feedback:

<table>
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<tr>
<th>Joint Assessments with Programme and Logistics staff could help build upon each others’ experiences and be an opportunity to learn while doing, Logistics professionals in those assessments would add value by asking different sets of questions and asking the right questions to understand the whole supply chain. There were several other suggestions of on the job training in large scale crises to upskill the logistics workforce, possibly across agencies.</th>
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<tr>
<td>Logistics could become the first port of call for market assessment information need to adapt our assessment strategies and tools to be able to do this.</td>
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<td>Need (per agency) to segregate duties clearly and perhaps use this list as a discussion point to identify what are programme, logs, finance and group led activities. Some felt there was the potential for Logistics involvement in all 22 activities, but that it’s not yet clear for them who should be taking the lead.</td>
</tr>
<tr>
<td>A clear gap is in understanding how the full market system works – this is a gap for the Programme as a whole, not just for Logisticians, but Logistics could play a leading role in helping to address that gap. There are lots of tools available but, as yet, there has been no ‘Logistics lens’ review of these tools. DfID proposed such a review to better complement / align the tools available, and others also mentioned better awareness raising and training for Logs on the tools.</td>
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<tr>
<td>A gap identified was in how to assess and improve forecasting and replenishment for small traders as Logistics don’t yet have a lot of experience in this. A useful tool would be what selection criteria to use to assess cash / mobile tech / financial institutions. Another useful tool would be a checklist, similar to those used in In Kind procurement, of what steps need to be followed by Logistics as a minimum in a CTP transaction, or in the main types of CTP transactions.</td>
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<tr>
<td>There is a significant need to raise awareness within the management audiences, donors and other stakeholders about the role of SCM in CTP and the appetite of Logistics teams in (many of) our agencies to take on a greater role in these programmes. Some of the skills missing are about transferring our existing skills to a different context – e.g. vendor capacity assessments for micro / small traders rather than large wholesalers and distributors.</td>
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**SETTING OUR AGENDA**

*Presented by Rebecca Vince (Logistics Cluster) and Helene Juillard (CoLP)*

Using the ideas generated from the Cash and Markets in Logistics Survey as a starting point, participants were invited to ‘vote’ on which areas we could take forward together on a shared agenda. Prioritising those which were most important to their organisation, and which they felt would have the biggest impact if no action was taken, participants walked around the topics, discussing and adding their own ideas to the mix. Prioritisation in the Forum closely matched those of the Survey participants, with the top 7 results common to both groups. The top 7 suggested actions were:
The remaining suggested actions were (in no order):

a. Add Market information into the MIRA
b. Integrate key Markets and CTP SCM points into the LCA
c. Follow up working group on Procurement Procedures
d. Follow up discussion on vouchers / smart cards etc. (e.g. technology options, best practice)
e. Tool development – Market Monitoring of key commodities
f. Tool development - Early warning system using vendor / beneficiary monitoring info
g. Tool development – Checklist for CTP – similar to checklists in use for buying goods, a checklist for Logistics of what are the key steps which need to be completed in a CTP transaction
h. Tool development – Selection Criteria for Cash / Financial Institutions / Mobile tech
i. Tool development – how to assess a small vendor’s capacity and upward supply chain
j. Awareness raising and training for Logs on the tools available to make best use (e.g. EMMA and others)
k. Market Strengthening – coordinated approach to this
l. Guidance on Market Monitoring & Best Practice on how to switch modalities
m. Research into e.g. evidence base for VfM of CTP, micro-economic benefits of closer spend to beneficiaries
n. Logistics to review current market tools with a logistics ‘eye’ to see how they could be adapted / improved to integrate SCM considerations for Markets and CTP
o. More hands on experience for Logisticians in supporting CTP
p. Process harmonisation across agencies (the forum participants thought this would not be possible but standards agreement could be an option)
q. Advice & coordination on risk management and security in CTP
r. Advice / guidance on working with local Partners in CTP
s. Compliance and control procedures for CTP – advice / guidance on this
t. Continue C&V discussion in a forum like this meeting, but narrow the breadth and drill down into selected key topics

This list is precisely as recorded in the Forum and the Survey. The Logistics Cluster will now work with partners to better define and prioritise a common agenda on this topic for the coming period, with clear and focused deliverables. This topic will then be revisited at the next Global Logistics Cluster meeting.

**Closing Remarks**

**George Fenton, WorldVision International**

George Fenton thanked the organisers, hosts and facilitators, noting that, following on from the initial December meeting, it’s been a rich and fruitful set of discussions in this Forum. He shared some of his take away points from this meeting, top of which was that Logistics can contribute directly to programme outcomes, and we should take advantage of this and make clear the value of supply chain management in cash and markets programmes to others.

He reminded us that the Survey brought out strongly the need for improvements in coordination – at country and global levels, both internally within our agencies in the Logistics Cluster but also externally, with other Clusters, with Donors, with other stakeholders and this is an area we should prioritise going forward together. There are also opportunities to work closer on market assessments and pre-crisis analysis. Our experience in doing these baselines for in kind in Logistics can now translate to market assessments for cash. It’s clear that, in many cases, Logistics is often the common denominator before, during and after responses and across sectors, so we have a unique opportunity to contribute to markets based work in this regard. And as we’ve discussed...
and heard today, it’s important to think about cash as a modality within a complex market system, which has its own supply chain.

George noted the interesting discussions on value for money and hidden costs, but also the hidden values of working with markets and with cash which are also important to consider. We’ve seen a need for us to explore research areas on this topic, for instance looking into the cost and other benefits of buying closer to beneficiaries using local traders and it’s good that we have some researchers here today with whom we might continue those discussions. George concluded that in the forum today we’ve had breadth rather than depth of topics, which has been a great start to get us thinking about a range of areas, but what next? What should we focus on and work on together to help us adapt to cash and markets, and also to help make supply chains better and more resilient to emergencies?

Thomas Thompson, Global Logistics Cluster Coordinator formally closed the meeting and thanked Solidarites, CaLP and all attendees for their participation and contributions during the day.
GLOBAL MEETING ACTION POINTS

→ The Logistics Cluster to strengthen its leadership for the coordination of the use of logistics MCDA through the development of guidance material (e.g. use of MCDA air asset), staff development (training modules, awareness raising, staff profiles, roster) and liaison with relevant parties

→ Logistics Cluster’s participants to explore how private partners’ assistance available for natural disaster could be expanded for complex emergencies, and to report findings at next Global Meeting

→ Logistics Cluster in cooperation with UNHRD and partners to explore the feasibility of a common coding system for commodities, in order to ensure visibility and avoid any unnecessary delays in the onward movement of cargo, and to report findings at next Global Meeting

→ Logistics Cluster to engage with partners to identify opportunities for inclusion of Supply Chain as key issue for aid effectiveness in the 2016 Humanitarian Summit

→ Establish links between LCAs (logs preparedness and planning tool) and (a) rapid assessment teams; (b) training in humanitarian logistics (LRT, TRIPLEX)

→ The Logistics Cluster to notify about upcoming lesson learned field missions to enable organisations to participate to the performance review process

→ The Logistics Cluster to draft with interested partners terms of reference and area of expertise of a secondee position, and to finalise the selection process before the next Global Meeting

→ Logistics Cluster to facilitate information exchange on barcoding initiatives in humanitarian logistics

→ Knowledge Platform WG to propose the modality for sharing information on topics discussed in the Cluster. Proposal will include clarification that the LC does not act as an endorsement mechanism for project funding, and will be presented at the next Cluster Meeting.

→ The Logistics Cluster in Syria to assess the feasibility of cost-recovery storage services to pre-position humanitarian supplies prior the winter period

→ The Logistics Cluster to liaise with private sector and partners to explore feasibility of incorporating In Kind shipping offers into Emergency Response

→ Cash and Markets: Resources referred to during the meeting, as well as all presentations and resources, to be shared with participants.

→ Cash and Markets: Logistics Cluster to propose an agenda of shared interest, priority actions to work on with partners in the coming period. (Priority Areas for feedback are: 1 Platform for knowledge transfer, tools etc; 2 Donor Relations on compliance points; 3 Cross-Cluster engagement and coordination; 4 Communications and advocacy materials for partners; 5 Training development for Logs on CTP; 6 (selected) tools development)

→ Cash and Markets: Logistics Cluster to ensure this topic is revisited in the next Global Cluster Meeting to discuss progress on the priority agenda points
ANNEXES

DAY 1 AND 2

HTTP://LOGCLUSTER.ORG/GLOBAL-MEETING/GLOBAL-MEETING-PARIS-2014

DAY 3

1. AGENDA
2. PARTICIPANTS LIST
3. PRESENTATIONS
4. ACRONYMS IN CTP
5. RESOURCES MAP
6. LOGISTICS IN CASH & MARKETS – SURVEY
7. LOGISTICS IN CASH & MARKETS SURVEY – INITIAL FINDINGS
8. ARTICLE FROM WWW.SOLIDARITES.ORG

HTTP://LOGCLUSTER.ORG/GLOBAL-MEETING/GLOBAL-MEETING-PARIS-2014