Logistics Cluster Global Meeting

NOTE FOR THE RECORD

26-28 November 2014

Hosted by UNICEF Supply Division, Copenhagen
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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 relevant 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 they have also served as a forum for strategic discussion concerning the further development of the Logistics Cluster.

INTRODUCTION TO THE NF R

The first two days of the Logistics Cluster Global Meeting in Copenhagen focused on both operational and strategic objectives and in particular the humanitarian response to "complex" and system-wide emergencies. The focus of the last half-day was to continue to examine the Supply Chain Management concerns for cash, voucher and market based programming. Topics were wide ranging and with a focus on participatory and active discussions. The event involved the participation of 49 actors from a total of 28 organisations.

This document is organised to reflect the discussions as they took place during the Global Meeting in Copenhagen. The Meeting Agenda is presented first, followed by a brief description of each session. The note for the record aims to summarise the key discussion points, and any ideas generated for a collaborative agenda of shared interest topics and action to be taken forward.

Additional documents related to the meeting, including presentation slides, videos, participants list and results from the survey, are available in the annexes and at the following webpage http://www.logcluster.org/global-meeting/global-meeting-2014-copenhagen.
GLM COPENHAGEN 2014 - MEETING AGENDA SUMMARY

Day 1
09:00 Welcome & Introductions
09:15 Recap from Paris Meeting
09:30 Operational Discussion: Syria and Iraq
10:50 BREAK
11:20 Operational Discussion: South Sudan and C.A.R.
12:40 LUNCH
13:45 Operational Discussion: Ebola Response
14:45 Analysis of Operational Trends
15:15 BREAK
15:45 World Humanitarian Summit: Integrating the Supply Chain
16:30 Network Paper on Supply Chain

Day 2
09:00 Barcoding Update
09:45 KPIs Project Briefing
10:15 People That Deliver
10:45 BREAK
11:30 Professionalisation in Humanitarian Logistics
12:00 LUNCH
12:30 UNICEF Warehouse Visit
14:00 PARCEL Project – Phase II
14:30 Open Session
15:00 BREAK
15:30 Cash and Markets – Actions from GLM Paris
16:15 GLC Strategy

Day 3
09:00 Introductions and Agenda
09:15 Cash and Markets - Communications
10:00 Cash and Markets – Tools and Information Management
10:30 BREAK
11:00 Case Studies: Supply Chain Engagement in Market Based Programmes
12:00 Next Steps
12:30 Closing Remarks – Global Meeting
DAY ONE

WELCOME AND INTRODUCTIONS

Shanelle Hall, Director of UNICEF Supply Division, welcomed all the participants to the meeting and to the new UNICEF Supply offices. In her remarks, Shanelle described the Logistics Cluster as a cluster which, perhaps more so than other clusters at times, can adapt to meet different needs based on the specific response. She noted how the Logistics community are a robust group, who are comfortable reflecting, talking openly about what is working well and not well, and debating constructively. Shanelle praised the interesting and diverse agenda and the focus on the selected five emergencies, highlighting that it is a time of unprecedented needs and, as such, an excellent time to come together and exchange.

Wolfgang Herbinger, WFP Director of Logistics, continued by thanking UNICEF Supply Division, the meeting hosts and all the participants, particularly at a time of such humanitarian constraints and demands. Reflecting on the previous meeting held in Paris, he highlighted some key areas of progress made: the delivery of a somewhat ‘unique’ Logistics Cluster operation for Ebola, as well as continued, large scale common services and coordination in four other L3 operations, the progress made on cash and markets as a topic and also the discussions in preparation for the world humanitarian summit, a topic on which we are pushing ourselves more to engage on less familiar and comfortable content. He introduced the agenda as a mix of operational discussions and project topics of interest, an agenda that demonstrates the breadth and diversity of projects across the logistics sector.

John Myraunet, the Global Logistics Cluster Deputy Coordinator, welcomed attendees and introduced the agenda. He opened the meeting with the screening of the Logistics Cluster introductory video (https://www.youtube.com/watch?v=L8lg1bxgc9c). The video is part of the developing advocacy strategy.

A re-cap of the action points from the Paris Global Cluster meeting followed, including action points and how suggestions and feedback from participants had been incorporated to enhance the Copenhagen agenda and preparations. As with previous Cluster meetings, all attendees were encouraged to actively participate in the discussions over the coming days.

OPERATIONAL DISCUSSIONS:

BACKGROUND

At the last meeting in Paris, May 2014, participants discussed the forthcoming World Humanitarian Summit (WHS) and the need for the global logistics community to reflect, and act, on how logistics and supply chain will be integrated into WHS discussions. With this backdrop in mind, day 1 of the meeting was designed to focus on the current five largest humanitarian operations: Syria, Iraq, South Sudan, CAR and the Ebola response, with time to discuss and reflect on each of these before bringing out analytical trends and continuing into discussions on the WHS.

INTRODUCTION

Presented by John Myraunet (Logistics Cluster)

The deputy Logistics Cluster Coordinator began the session by providing participants with an overview of the Logistics Cluster active operations and introduced the operational perspectives which will be focusing on successes and challenges of humanitarian logistics in Syria, Iraq, South Sudan, Central African Republic and Ebola Response (Level 3 emergencies).

In preparation for the meeting, each of the Logistics Cluster Coordinators in the five operations had been asked to reflect, with their partners in country, on the following questions:
1. What are the top 3 constraints for logistics and supply chain in this operation?
2. What is the role of Common Services in this operation? And what could / should it be?
3. What is the role of Coordination in this operation? And what could / should it be?
4. Capacity Investment and Preparedness: Reflecting back to the beginning of the response, what capacity gaps were there? What investment could have helped logistics and supply chain be more responsive? (Note: capacity here includes individual / organisational and infrastructure)
5. Innovation and Supply Chain Optimisation: What examples are there, within your operation community, of innovative approaches to improving delivery? And what ideas are there that have not yet been executed?

The aim of the exercise was to reflect on logistics and supply chain as a whole, across agencies, in the response operation. Each operation then produced a video of their reflections, which were each played to the Global Cluster Meeting participants and used as a catalyst to spark subsequent plenary discussions.

**Syria and Iraq**

*Syria - Video by Louis Boshoff and Hamza Mohmand (Syria Logistics Cluster)*

Summary of key points identified in the video presentation:

<table>
<thead>
<tr>
<th>Constraints:</th>
<th>Some Key Points</th>
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<tbody>
<tr>
<td>Insecurity</td>
<td>Common Services critical to insecure locations, but not to be overused</td>
</tr>
<tr>
<td>Red Tape – transportation</td>
<td>Information sharing cross-agency could expand further</td>
</tr>
<tr>
<td>High Supply Chain costs</td>
<td>Investment to address the skills drain</td>
</tr>
<tr>
<td>Capacity and level of national resources</td>
<td>Role of Logistics Cluster in Security, Access</td>
</tr>
<tr>
<td>Private Sector + Security</td>
<td>2015 → Market assessments new area</td>
</tr>
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<td></td>
<td>2015 → Potential for more training</td>
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<td>2015 → More airlifts?</td>
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<tr>
<td></td>
<td>2015 → advocacy on customs policies</td>
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<tr>
<td></td>
<td>RITA → open up access and offline</td>
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*Iraq – by Jean-Emile Canu and Paul Arbon (Iraq Logistics Cluster)*

Summary of key points identified in the presentation:

<table>
<thead>
<tr>
<th>Constraints:</th>
<th>Role of Common Services:</th>
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<tbody>
<tr>
<td>Insecurity</td>
<td>Streng Private Sector, many options and competitive market for e.g. trucks, warehousing etc.</td>
</tr>
<tr>
<td>Private Sector + Security</td>
<td>Easy imports, developed market</td>
</tr>
<tr>
<td>Multiple corridors, no single approach</td>
<td>Security and Access main drivers for provision of common services</td>
</tr>
<tr>
<td></td>
<td>Convoys</td>
</tr>
<tr>
<td></td>
<td>Common storage available – Erbil, Dahouk</td>
</tr>
<tr>
<td></td>
<td>Potential airlift provision</td>
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Plenary Discussion – Syria and Iraq

Plenary discussions included the challenges of cross-border operations, the complexity in Iraq of having simultaneously an IDP and a refugee crisis, and the challenge of achieving humanitarian objectives, where more significant political solutions are needed. Fleet, as well as cash and vouchers in both contexts were touched upon, as well as a gap identified in coordination whereby it is currently structured around the individual corridor operations, rather than a consolidated coordination mechanism at country level.

ECHO provided a brief summary of their operations, including flights to Erbil. Transport options were discussed more broadly, including a discussion on land routes from Dubai vs. sea-freight vs. air freight. Staff movements within Iraq were also touched upon as were evacuation corridors. The role of the Logistics Cluster as not including security (personnel) or staff movements was discussed and as was the fact that in many cases similar content is discussed in multiple different coordination meetings in country operations.

An interesting discussion ensued on medical / health product importation and how regulatory practices often vary in importing countries and depending on regulatory authorities.

Action Point:

Syria and Iraq: regarding the need for a unified approach, explore how to consolidate the coordination at a more comprehensive level, rather than only the individual sub-region (review of cross-regional coordination)

South Sudan and Central African Republic

South Sudan - Video by Fiona Lithgow and Julie Vanderwiel (South Sudan Logistics Cluster)

Summary of key points identified in the presentation:

- Lack of pipeline visibility, planning, reactive programming
- Poor road infrastructure
- Poor airstrip infrastructure
- Insecurity
- Private Sector Capacity – suppliers of goods
- Common Services – increasing coverage to insecure / areas otherwise cut off
- Common Services – consolidation → cost efficiency
- Coordination – inter-cluster coordination and cross-agency info sharing could be expanded
- Coordination – advocacy with govt. (via OCHA)
- Staff Capacity and resourcing – challenge for all actors
- Preparedness – assets and trained staff in place before for scenarios could have helped
Plenary Discussion – South Sudan

Customs clearance was discussed, including the role of the Logistics Cluster and of UNOCHA in this case. Common services and the potential move towards a cost recovery model some time in 2015 was discussed, and the difference between common / coordinated services and ‘free of charge’ services raised, and that service provision should be there either to fill identified gaps or to increase efficiency. The need for clarity on service provision and plans for the future with regards to budgeting and donor fundraising was requested. The Logistics Cluster reassured participants that any such decision would be taken in collaboration with partners and communicated ahead of time to enable forward budget adjustments / fundraising.

Fleet Management in the South Sudan context was discussed, with the Fleet Forum highlighting the challenge whereby many actors in South Sudan are still very much in a reactive, emergency mode without significant improvements in fleet planning, forecasting. In a survey conducted by the Fleet Forum, participants responded on average that, at any one time 10% of vehicles are down. Free of charge fleet management trainings have been offered but there remains a challenge in freeing staff up to participate in these training opportunities. Discussions on how to make training sustainable, as well as possible partnerships with the private sector on this topic were raised, to try to ensure a higher skills pool in the longer term for fleet maintenance and fleet management in the South Sudan context.

Action Points:

→ Any shift from Logistics Cluster common services provided on a free-to-user basis to cost recovery will have a transition period that will be announced well in advance
→ Fleet Forum to share the South Sudan fleet management survey with meeting participants

Central African Republic - Video by Kim Claveau and Julien Marcheix (C.A.R. Logistics Cluster)

An excellently produced and lively video containing contributions from actors across the Logistics sector in C.A.R. included, amongst many others, the following key points:

- Lack of security, freedom of movement
- Poor road condition
- Private Sector Capacity
- Coordination – convoys
- Common Services – shared warehousing
- Maintenance skills gap – ideas to address this collaboratively
- Road rehabilitation – ideas to address this

In addition to the above mentioned points, projects for 2015 were pitched to the audience, requesting funding and attention: Handicap International set-up of an interagency workshop and training centre for mechanics and drivers, ACTED road rehabilitation project, PU-AMI shared warehousing capacity extension for partners and UNHAS’ need to maintain the levels of air services, as roads are not secure.

Plenary Discussion – Central African Republic

The need to improve the overall skills level and pool of trained mechanics was discussed, and how the Logistics Cluster partners as a group might be able to support and advocate both for the projects outlined and for longer term improvements in road rehabilitation, for instance. The ET Cluster shared some of their experiences, including their success in establishing private sector partnerships for (ET) infrastructure improvements. On this topic of creative funding partnerships, the current example of USAID and private sector co-funded initiatives in Sierra Leone was also shared.
Customs clearance was discussed and Virgine Bohl (UNOCHA) introduced the recent discussions from the General Assembly of World Customs Organisations, expressing to participants the need for clear, specific examples and case studies so that OCHA can progress discussions and try to resolve challenges for partners on this topic.

**Actions Points:**

- ECHO offered to share C.A.R. video to relevant stakeholders in Brussels
- ETC offered to share information about their private sector partnership in C.A.R. (incl. the NetHope project)
- On customs issues: partners to share specific examples of custom challenges with Virginie Bohl (OCHA) for her to take forward with the country custom representatives

**EBOLA RESPONSE**

*Presented by Tommy Thompson (live link via Skype from Monrovia)*

A detailed and constructive group discussion included, amongst others, the following key points and reflections in the current Ebola regional response:

**Constraints:**
- Staffing, resourcing
- Rapidly evolving context
- Private sector capacity
- Poor Supply Chain infrastructure
- Slow in-country pipeline (access, roads, geographical spread)

**Some Key Points:**
- Unique Coordination architecture
- Complex coordination and information exchange, multi-language, multi-country
- Civil-military context
- Cross-country variations (programme, Supply Chain)
- Political environment / influences impacting on Supply Chain

**Plenary Discussion – Ebola Response**

The session described the challenging, emergency situation in Western African Countries affected by the Ebola Virus. The highly complex nature of the emergency and operational variations across the three countries has been further compounded by the limited availability of logistics assets, insufficient to meet demand. The rapidly evolving situation and changing needs make it very difficult to plan operations and limited qualified staff available to provide support highlight the need for augmentation and rapid mobilisation of logistics capacity at the field level.

The extensive scope of activities and common services WFP, through the Logistics Cluster, is providing in the response was discussed. Though varied in each of the countries, from “full supply chain solution” (in Liberia) to Logistics Network Solution for partners (in Sierra Leone and Guinea), the operational planning for implementation of the response operation requires high levels of coordination and expertise regarding logistics functions, a factor that should be highlighted in an inclusive lessons learned exercise following the operation.

ECHO introduced participants to their Medevac System set up in collaboration with WHO which identifies the availability of suitable beds in Europe and, although pending completion, guidelines will be shared. This new system proves that although the Ebola Response has been complex, it has paved the way for innovative solutions and collaborative relationships across the humanitarian community.
The Air Coordination Cell (ACC); created by the Logistics Cluster and hosted by UNICEF Supply Division is another example of innovation and collaboration. By facilitating information sharing regarding airfreight capacity available to the humanitarian community for flights from Europe to the West Africa region, it helps lower costs and speed up supply. Participants were invited to contact the ACC with their cargo requirements.

Finally, Maersk provided a brief overview of their role as a private sector partner in the response, including how their own country operations were initially impacted by the response. They outlined how they are supporting the Logistics Cluster and utilising their assets and local knowledge for the benefit of the humanitarian community.

**Action Points:**

- Explore how to do a collaborative Logistics thematic lessons learned for the Ebola Response ensuring representation across agencies.
- Partners to contact the Air Coordination Cell for Ebola cargo requirements
- Logistics Cluster to re-circulate the ECHO Medevac Guidelines with meeting attendees

**ANALYSIS OF OPERATIONAL TRENDS**  
*Presented by Rebecca Vince (Logistics Cluster)*

Rebecca Vince provided an overview of the five operations discussed that morning, highlighting some key statistics on the scale and timeline of each operation:

![Graph showing operational trends](image-url)
Reflecting on the commonalities and differences between the five contexts, Rebecca suggested three groupings for the crises: 2 complex emergencies in middle-income insecure contexts, 2 complex emergencies in chronic low income settings and 1 slow onset health crisis. Based on the reports from the Logistics Cluster coordinators and their partners in country, it was interesting to note that the top 2 constraints reported were:

1. Insecurity
2. National Capacity

Rebecca also highlighted the need to analyse from the results what are root causes of supply chain difficulty, vs. what are manifesting as symptoms, where another, underlying cause, is unstated:

Plenary discussions centred around how we might, as a global community of practice, have more of a long term, sustainable impact in each of these, and other, complex emergencies.

**World Humanitarian Summit**

*Presented by Mohamed El-Kouhene (WFP)*

Mohamed El Kouhene from the World Food Programme introduced the World Humanitarian Summit and provided an overview of events which have happened to date, those coming up and topics and themes which are already emerging in the discussions.

From the original four themes of the WHS, (see www.worldhumanitariansummit.org), and following the various regional and global consultations so far, there are now seven potential topics emerging:

- Localising preparedness and response
- Prioritising the most vulnerable
- Building resilience to protracted crises
- Reinforcing humanitarian action in conflict
- Being financially fit & agile
- Adaptability to future crises
- Understanding risk and the economics of risk
- Localising preparedness and response

The group was challenged to think how supply chain ‘fits’ with these topic areas, how they might engage more and activate the global logistics community of practice in the debates, and how proposals and ideas could be put forward to the summit, individually and collectively.
Network Paper on Supply Chain

Group Activity, facilitated by George Fenton (Humanitarian Logistics Association)

Continuing the theme from the previous sessions of the day, George Fenton introduced an opportunity proposed by the Overseas Development Institute (www.odi.org) to support the writing of a Network Paper on Humanitarian Supply Chain. Such a paper has never been commissioned before, and this interest from ODI presents a great opportunity for the logistics community to prepare something unique. With the backdrop of the forthcoming World Humanitarian Summit, the timing is also fortuitous if the logistics community wishes to present or submit something ahead of the Summit for consideration.

The draft concept note was briefly presented (and included in the participant folders) and the participants then broke out into groups to discuss one of four potential topics for the paper in more detail:

1. Supply chain optimisation: What are the innovations that may improve performance and reduce the cost of humanitarian action?
2. Common logistics services: A means to increase response effectiveness?
3. Coordination: From information exchange towards effective collaboration what does this look like?
4. Investment: What investments in capacity are needed to achieve more nationally led response?

Group Discussion Outputs

In discussions on supply chain optimisation, the group highlighted the need to take real time measurements, as contextual variations limit forecasting. New technologies and innovations could be utilised more effectively but require stronger coordination within the sector and results evidence based decision making to be shared more widely.

The topic of common logistics services was discussed with the group focusing on the need to improve funding mechanisms, preparedness and flexibility in order to utilise common logistics services as a means to increase response effectiveness.

Effective collaboration was examined by highlighting recent examples where coordination levels have varied including the Philippines, Syria and the more recent, ongoing Ebola response. The need to recognise the response environment was emphasised as a factor, which poses as a limitation to effective coordination, but by maximising flexibility and setting goal based objectives, improvements could be made.

Finally, in discussions regarding investments to achieve a more nationally led response, the group emphasised the need to improve donor relationships that support logistics capacity building and increasing the scope for logistics coordination with governments. By investing in and broadening the sector involvement in the post response lessons learned projects, preparedness and planning can play a more effective role.

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

Day Two

Barcoding Project

Presented by Mats Hultgren (UNHCR) on behalf of the Interagency Collaboration Group

Following the initial introduction to the project at the Logistics Cluster Global Meeting in Paris, May 2014, this update informed participants of the recent developments and current status of the project, which aims to bring together major decision makers in humanitarian logistics to discuss how to better collaborate on implementing
international coding standards. The presentation highlighted the improved accuracy, service and transparency that implementation of international barcoding standards can bring to the supply and delivery of relief items and confirmed UNHCR’s intention to adopt the GS1 model now, in parallel with the new initiative “Relief Link” between UNHCR and UPS. With the establishment of links between programme functions and implementing partners, interoperability between implementing agencies can be further enabled. Plenary discussion included a question on whether implementing partners of UNHCR would be expected to adopt this system, even if they had their own system in place.

**Action Point:**

→ Any organisations interested in the Barcoding initiative to contact Mats Hultgren directly.

**KPIs Project Briefing**

*Presented by Martijn Blansjaar (OXFAM) on behalf of the Interagency Collaboration Group*

The presentation focused on briefing participants on the project objective of creating a common, sector wide framework for Key Performance Indicators (KPIs), sharing best practices across the participating agencies. Project Managed by the Fritz Institute, the current working group members on the project are:

- British Red Cross
- IFRC
- Catholic Relief Services (CRS)
- International Rescue Committee (IRC)
- Mercy Corps
- MSF
- Oxfam GB
- Save the Children International
- UNHCR
- UNICEF
- WFP

There are four phases to the project, currently in phase 1:

- Phase 1 – Supply Chain Assessment, develop prototype KPIs
- Phase 2 – Review with Working Group members
- Phase 3 – Test with organisations outside the Working Group
- Phase 4 – Publish and disseminate

Participants were invited to join the project working group if it is of interest to them. Plenary discussions highlighted the potential to collaborate with recent KPI work completed by the Fleet Forum members, as well as other initiatives ongoing in the health logistics community as highlighted by the People that Deliver representative. The importance of data quality was discussed and the impact of systems on improving supply chain data in recent years, as well as the need to review and revisit KPIs as and when data and / or context and strategic objectives change, and as the benefits of measuring are seen by country teams and adopted more readily. The challenge of linking supply chain KPIs more directly to programme outcomes was also explored.

**Action Point:**

→ Any organisations wishing to join or learn more about the project may contact Martijn Blansjaar directly.

**People That Deliver**

*Presented by Andrew Brown (UNICEF)*

The presentation introduced participants to the People That Deliver Initiative, a broad coalition of humanitarian organizations from around the world that strives to improve the health supply chain workforce in developing countries. Main focus of the presentation was on Human Resources issues in Health Supply Chains. With the aim of improving health outcomes by promoting sustainable workforce excellence in health supply chain management, the initiative has a membership of over 70 organisations. With many countries facing critical shortages in healthcare professionals, including supply chain health professionals, People that Deliver is working
with governments, international agencies, NGOs, the academic and private sectors to try to identify and address key improvement areas. The project aims to be country driven and sustainable, accumulating capacity benefits and investments over time. The strategic goals include advocating for global recognition of the importance of strong supply chains for positive health outcomes, governmental led skills and recruitment programmes and the development of an accessible resource repository.

Plenary discussions including a suggestion to explore further connections between the PtD project and the Humanitarian Logistics Association (HLA).

**Action Point:**

→ Articulate the requirements for “medical” logistics resources to support the Ebola response and connect via People that Deliver to better assist countries to develop workforce excellence in health supply chain management

**PROFESSIONALISATION IN HUMANITARIAN LOGISTICS**

*Initial presentations by George Fenton (Humanitarian Logistics Association - HLA) and Jean-Baptiste Lamarche (ACF France) followed by work in groups.*

George Fenton gave an overview of the Career Pathways Project, a collaboration between HLA, British Red Cross, World Vision International, Save the Children International, Oxfam GB and Chartered Institute of Logistics and Transport (CILT). Jean-Baptiste Lamarche then described the challenges of tackling professionalization in humanitarian logistics, including our increasing demands on developing ‘super-logisticians’ able to deliver more and more outside of the classic ‘comfort zone’ of a logistician. He explained how ACF France are taking a Human Resources approach to professionalization, including recognising three different areas of skills:

1. Technical
2. Management
3. Soft skills

He reflected on how, similar to private sector benchmarking examples, we struggle more with the talent and availability of qualified professionals in the middle management stream, not at the entry level or the senior management level above that and recognised the challenges that turnover and short contract durations present in our sector.

In looking to the future, Jean-Baptiste proposed that, as well as Organisational Optimisation, we must also look to internal simplification of our processes, and to exploring the added value potential of the ‘market logisticians’ in the future humanitarian programmes. In the background, there remains the reality that many organisations still do not recognise Logistics and Supply Chain Management as a strategic function, and the need therefore if we wish to drive professionalization forward, to also further demonstrate our value, impact, and risks of not addressing professionalization to our organisations and donors alike.

The participants then broke into groups to discuss the following questions:

1. What next for logistics professionalization?
2. How can we work together to achieve more?

**GROUP DISCUSSION:**

The group discussions primarily focused on the expansion of access to training and advocacy for tools to increase skills within the sector as the next steps in logistics professionalisation. By collaborating to share information on logistics training and advocating for resources by engaging with donors and the wider NGO community, further opportunities can be made available. The group discussions concluded by agreeing that the need to explore the future strategy for improving logistics professionalisation should be included as a topic in the next Logistics Cluster Global Meeting.
OUTCOMES OF GROUP DISCUSSIONS:

→ Add professionalization and preparedness as more in-depth topics for the next Logistics Cluster Global Meeting

UNICEF WAREHOUSE VISIT

Participants were given a tour of the new, highly automated, Supply Division Warehouse which covers over 20,000m² and is equipped with the latest technology. It has a storage capacity of 36,000 pallets and can house over 850 different UNICEF supply items. Video: https://www.youtube.com/watch?v=ZTuDHBQ2laA

PARCEL PROJECT – PHASE II

Presented by Martijn Blansjaar (OXFAM GB) on behalf of the PARCEL consortium

Initially introduced at the 2013 Logistics Cluster Global Meeting in Berlin, The PARCEL (Partnership Capacity Enhancement in Logistics) Project is an interagency collaboration aimed at improving local partner capacity to respond to future emergencies, by enhancing the quality, approach and standardisation of capacity building materials. Agencies currently in the ECHO supported PARCEL consortium include:

- Concern Worldwide
- Save the Children
- TearFund
- Mercy Corps
- ACF France
- World Vision International
- Oxfam International

As a successful phase I of the project draws to a close at the end of December 2014, this session summarised key achievements during this period and the concept for a phase II extension to the project. Tested rigorously in 5 pilot locations, the project team will deliver by the end of 2014:

1. Sector-wide Standards for partners: 6 logistics process areas
2. Partners logistics capacity Assessment Tool
3. “Pick up and Go” training materials including Training of Trainers
4. Open access online learning course
5. Logistics Toolkit for partners

All materials will be open access available to any International and National implementing agencies to use. For the next phase, plans are still being finalised, but options include expansion beyond ‘piloting’ in 5 countries, towards rolling out in 12-15 countries where needs have already been identified. There is now an opportunity for more agencies to join the project consortium for the next phase and, as always, there remains the opportunity to be kept informed on the project progress, with hopes to link with the Logistics Cluster website in some way, as well as the HLA website.

ACTION POINT:

→ Any organisations interested in joining the project in Phase II, or learning more about it, to contact the PARCEL project team directly via parcel@oxfam.org.uk or by visiting www.parecelproject.org.
→ A link to the PARCEL project to be featured on the Logistics Cluster website and potentially on the HLA one.

OPEN SESSION

Facilitated by Rebecca Vince (Logistics Cluster)

The topic of donor regulations and compliance was raised, with a view to starting a dialogue more collectively and constructively with the donor community on particular points of difficulty. A level of interest was expressed in the meeting and the decision taken to explore this further in a working group.
**ACTION POINTS:**

- Possible set up of a working group on regulations, compliance and risk within interested Logistics Cluster partners. For more information on the working group please email Rebecca Vince directly at rebecca.vince@plan-international.org
- Donor Regulations issue to be raised at the Inter-agency Procurement Group meeting

**CASH AND MARKETS – ACTIONS FROM GLM PARIS**

*Presented by Rebecca Vince (Logistics Cluster)*

Participants were given an update on the status of the actions raised and outcomes of the Cash and Markets Forum during the Global Meeting in Paris, May 2014. The new dedicated Cash and Markets webpage on the Logistics Cluster Website was presented, highlighting the resources available, how it is structured and also those copies which were included in the participant packs for the cluster meeting.

**LOGISTICS CLUSTER STRATEGY**

*Presented by John Myraunet (Logistics Cluster)*

John Myraunet provided an overview of progress against each of the strategic objective areas. He then outlined the process by which the next strategy will be developed and the consultation timeline. Consultation process /methods were discussed in plenary.

**ACTION POINT:**

- TORs for a secondment to the Logistics Cluster to be drafted and disseminated for feedback.

**DAY THREE**

Rebecca Vince introduced the agenda for the day and the new participants who had joined the meeting.

**CASH AND MARKETS – COMMUNICATIONS**

*Presented by Rebecca Vince (Logistics Cluster)*

Rebecca introduced the communications products which have been developed since the last meeting in Paris, including the first in a series of animated videos explaining the supply chain in cash and markets based programmes. At the time of the meeting, the first video ([https://www.youtube.com/watch?v=WXCCFt8QemQ](https://www.youtube.com/watch?v=WXCCFt8QemQ)) had reached over 1,000 views on the Logistics Cluster YouTube channel. This has since increased to over 1,500 views, an excellent achievement for a video of this sub-sector. Rebecca explained the process by which the scripts and content had been developed, in partnership with a small focus group from Logistics, Cash experts and members of the Markets in Crisis group.

In plenary the feedback was positive and the question asked as to when a French spoken version would also be available.

**ACTION POINT:**

- Videos to be translated into French versions. Helen Juillard, Solidarités International, offered to help with French audio recordings if required.

A draft of Video 2 “Strengthening Markets in Crisis” was then previewed to participants and the content of the third video in the series outlined (“Multiplier Effects in Humanitarian Markets”). Rebecca then went on to present the Briefing Paper which had been developed “Unlocking Cash and Markets Based Programming”, again with content produced in collaboration with stakeholders across Logistics and Programme. Copies were distributed in the participant folders.
CASH AND MARKETS – TOOLS & INFORMATION MANAGEMENT
*Presented by Rebecca Vince (Logistics Cluster)*

Rebecca introduced the new webpage which has been developed, dedicated to cash and markets pertinent information for the supply and logistics community: [www.logcluster.org/cashandmarkets](http://www.logcluster.org/cashandmarkets) and explained the different content areas of the website and how to contribute further if participants wish to.

CASE STUDIES – SUPPLY CHAIN ENGAGEMENT IN MARKETS BASED PROGRAMMES

**CASE STUDY 1 – WATER VOUCHER SCHEMES, SOMALIA**
*Presented by Helene Juillard, Solidarités International*

Helene Juillard introduced participants to the Solidarités International water voucher scheme in Somalia which aims to provide immediate access to safe drinking water for vulnerable groups during emergencies and periods that exceed normal community coping mechanisms. Following on from prior water trucking projects in the region which were difficult to monitor particularly in remote locations, the voucher scheme has been seen to have wider benefits of injecting cash into the local economy and creating stronger links between communities and market actors.

**CASE STUDY 2 – MARKET OPENING STRATEGY – COLOMBIA WATER FILTERS**
*Presented by Alvaro Villanueva, ACF Spain*

The example of water filters in Colombia as a market opening strategy being undertaken by ACF Spain was presented in this next case study. In a context of high malnutrition and infant mortality rates and limited access to safe water sources, this project aims to assist rural and conflict affected populations in a cost effective and sustainable way by providing filtration systems and spare parts through its marketing in local shops. Following extensive market analysis, supplier identification and communication, the project is now having a long term impact in more than 60 communities, encouraging innovation in the ways humanitarian organizations shape local markets.

**CASE STUDY 3 – KENYA FRESH FOOD VOUCHERS PROGRAMME**
*Presented by Olive Wahome, WFP Kenya*

This presentation gave participants insight into the cash and voucher interventions being implemented by WFP Logistics team in Kenya. Led by the strength of WFP logistics, switching between modalities gains in effectiveness and efficiency have dramatically improved in programmes utilising cash and vouchers such as school meals in rural areas, refugee camps and antenatal care schemes. In recognising the strength and importance of local, internal economies, WFP has effectively incorporated cash and vouchers projects, leading to improvements in local supplies and trader access to credit without impacting local prices.

CASH AND MARKETS – NEXT STEPS
*Presented by Rebecca Vince (Logistics Cluster)*

The participants discussed in plenary how this work could and should continue, with a proposal to form a small working group for those interested to continue the discussions and sharing good practices, as well as keeping it on the agenda for the next Cluster meeting. It was agreed to include a question in the feedback survey from the meeting as to how best this topic can be continued.

**ACTION POINT:**

→ Include a question on how to continue cash and markets as a topic within the Logistics Cluster community on the feedback survey from the meeting.
**Closing Remarks**

Wolfgang Herbinger, WFP Head of Logistics, made some closing remarks during Day 3, thanking again UNICEF Supply Division for hosting the meeting and highlighting some key takeaways, including the need to include both Professionalisation and Preparedness on the agenda for the next meeting, and encouraging logisticians within humanitarian organisations to actively participate in the World Humanitarian Summit consultations due to take place in the lead up to the summit in 2015. Wolfgang concluded by proposing the venue for the next Global Logistics Cluster Meeting as offered by BioForce, in Lyon, May 2015, which was warmly welcomed by attendees.

Joselito Nuguid, UNICEF Director of Logistics, formally closed the meeting, thanking the Logistics Cluster for their organisation of the event, and all of the attendees for their participation and contributions during the three days.
GLOBAL MEETING ACTION POINTS

- Syria and Iraq: regarding the need for a unified approach, explore how to consolidate the coordination at a more comprehensive level, rather than only the individual sub-region (review of cross-regional coordination)
- Any shift from Logistics Cluster common services provided on a free-to-user basis to cost recovery will have a transition period that will be announced well in advance
- The Fleet Forum to share the South Sudan fleet management survey with meeting participants
- ECHO offered to share C.A.R. video to relevant stakeholders in Brussels
- ETC offered to share information about their private sector partnership in C.A.R. (incl. the NetHope project)
- On customs issues: partners to share specific examples of custom challenges with Virginie Bohl (OCHA) for her to take forward with the country custom representatives
- Explore how to do a collaborative Logistics thematic lessons learned for the Ebola Response ensuring representation across agencies
- Partners to contact the Air Coordination Cell for Ebola cargo requirements
- Logistics Cluster to re-circulate the ECHO Medevac Guidelines with meeting attendees
- 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
- Articulate the requirements for “medical” logistics resources to support the Ebola response and connect via People that Deliver to better assist countries to develop workforce excellence in health supply chain management
- Add professionalization and preparedness as more in-depth topics for the next Logistics Cluster Global Meeting
- Any organisations interested in the Barcoding initiative to contact Mats Hultgren (hultgren@unhcr.org) directly
- Any agencies interested in joining the PARCEL project in Phase II, or learning more about it, to contact the PARCEL project team directly via parcel@oxfam.org.uk or by visiting www.parecelproject.org
- Possible set up of a working group on regulations, compliance and risk within interested Logistics Cluster partners. For more information contact Rebecca Vince at rebecca.vince@plan-international.org
- Donor Regulations issue to be raised at the Inter-agency Procurement Group meeting
- TORs for a secondment to the Logistics Cluster to be drafted and disseminated for feedback
- Cash and Markets videos to be translated into French versions
- Include a question on how to continue cash and markets as a topic within the Logistics Cluster community on the feedback survey from the meeting
ANNEXES
http://www.logcluster.org/global-meeting/global-meeting-2014-copenhagen

SURVEY

PRESENTATIONS DAY ONE

PRESENTATIONS DAY TWO

PRESENTATIONS DAY THREE

VIDEO: THE LOGISTICS CLUSTER IN 2 MINUTES
https://www.youtube.com/watch?v=DvNJx8F9j4k

VIDEO: THE SUPPLY CHAIN IN CASH AND VOUCHER PROGRAMMES
https://www.youtube.com/watch?v=WXCCFt8QemQ

VIDEO: UNICEF WAREHOUSE
https://www.youtube.com/watch?v=ZTuDHBQ2laA

BLOG POST

PHOTO ALBUM
http://www.logcluster.org/global-meeting/global-meeting-2014-copenhagen