WELCOME

LOGISTICS CLUSTER
GLOBAL MEETING

ROME - 2018
WiFi Access

Select WFP Guest as the network and then password as below:

On the back of your building pass, locate your badge number, which is the number after the asterisk sign.
#LogClusterGM

logcluster.org  |  @logcluster  |  @logcluster  |  @logcluster
Opening Remarks

Amer Daoudi
Senior Director of Operations
World Food Programme
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.00-09.30</td>
<td>Welcome and Introductions</td>
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<tr>
<td>9.30-10.00</td>
<td>SAG Update</td>
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<tr>
<td>10.00-10.30</td>
<td>BREAK</td>
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<tr>
<td>10.30-11.20</td>
<td>Keynote Speech</td>
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<tr>
<td>11.20-12.30</td>
<td>Panel Discussions</td>
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<tr>
<td>12.30-13.20</td>
<td>LUNCH</td>
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<tr>
<td>13.30-15.00</td>
<td>Break Out Groups</td>
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<tr>
<td>15.00-15.30</td>
<td>BREAK</td>
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<tr>
<td>15.30-17.00</td>
<td>Intro to GLC team and GLC position in lead agency</td>
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</table>
Strategic Advisory Group (SAG) Update
SAG in numbers as of 29 May 2018

- 13 Meetings
- 1436 SAG webpage views
- 5 emails to SAG email address

• 4 face to face meetings
• 9 teleconferences
• 908 unique page views
SAG action points from Washington DC

• Develop a proposal for a working group on Advocacy Strategy
  -> *CARE started but lack of involvement*

• SAG to elaborate and implement possible ways to interact with the SAGs of other global clusters
  -> *Not started*

• SAG member roles and responsibilities to be developed, keeping in mind member expertise
  -> *SAG 2.0*

• Support and follow up with Working Groups
  -> *To be re-defined*
Important
SAG changes
Current SAG situation

• **Membership:**
  - Resignation of 2 key members (SAG founder) & transition

• **Original Job Scope:**
  - Feedback mechanism, independence of partners
  
  *SAG provides strategic support and guidance to the GLC and facilitates accountability to its partners*

• **SAG over the months...**
  - WG leadership +follow-up, Project Management,
    Cluster meeting alignment → Hands-on

• **SAG ++ (now Strategy Implementation Plan Working Group)**
  - Led by a few committed members (4)
Current SAG situation

• **WG (Advocacy):**
  - Low participation, no kick-off for Advocacy

• **Vacancy for SAG member:**
  - Low number of applicants
SAG 2.0
of the Logs Cluster is...

We are responsible for coordination, information management, and for facilitating access to common logistics services to ensure an effective and efficient logistics response takes place in humanitarian emergency missions.

• We all benefit from it!
SAG 2.0

A lighter concept:

1. Dissolution of the existing SAG and creation of a voting process during the Global Meeting (key topics: finance, preparedness, strategic decisions)
   Feedback mechanism through Bruno/Jakob

2. Maintain the SAG with a lighter scope

Only possible if 2 NGO members are elected this meeting
SAG 2.0

SAG – what we will do:

Focus on the core:

• Participate in strategic decisions (advice role)
• Feedback mechanism to WFP
• Reduce WG to support **operational excellence** on the ground:
  - Service provision
  - MoU for staff secondment to the cluster in emergency
SAG 2.0

SAG – what we will not do:

• WG leadership or projects management (advocacy TOR)
• Extra work capacity for the cluster
• Decide on the agenda of cluster meeting
• Promote or implement the strategy
Election will take place tomorrow

- 2 NGO positions open

YOU ARE THE SAG! THE CLUSTER IS YOURS!
Questions
Reverse logistics in the humanitarian context

Gyöngyi Kovács
Erkko Professor in Humanitarian Logistics
Humanitarian Logistics and Supply Chain Research Institute (HUMLOG Institute), Hanken School of Economics
Agenda

» Perspectives on reverse logistics
  » Definitions, activities
  » Examples from the humanitarian context
  » Tools

» Barriers to greening
Reversing the flow

» Narrow definitions
  » Focus on reverse flows (wrong way in a one-way street), or
  » Focus on (end of use / end of life) environmental issues only

» Wide definitions (closed loop supply chains, CLSC)
  » Includes product and material returns for various reasons (defective items, purchase errors, environmental issues), and/or
  » Considers reverse flows in designing the forward flow (design for disassembly, life cycle assessment, dematerialisation)

» Widening it further: circular economy (CE)
  » Industrial symbiosis – using biproducts across industries
  » New “product-service systems”, upcycling, servitisation
  » Post-ownership sustainability: sharing economy
Why is this a problem?

» Overall:
  Climate change, resource scarcity as well as public health

» On the operational level:
  » Wrong items delivered <-> needs assessment; unsolicited donations, wrong procurement specs
  » Damaged items <-> product quality, packaging, issues in transportation
  » Expiries <-> cold chain, timing of deliveries, FEFO not observed
  » Packaging <-> package sizes and materials

» There will always be items to consider in reverse logistics
  » Responsibility beyond hand-over to IP
## Reverse logistics activities: Reduce

### Activity
- **Reduce**

  *(Prior to distribution: dematerialisation, design for disassembly)*

<table>
<thead>
<tr>
<th>Activity</th>
<th>Examples from the humanitarian context</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reduce</strong></td>
<td>What to deliver</td>
</tr>
<tr>
<td></td>
<td>• Prioritisation</td>
</tr>
<tr>
<td></td>
<td>• Co-ordination of who delivers what</td>
</tr>
<tr>
<td></td>
<td>• Cash vs. in-kind</td>
</tr>
<tr>
<td></td>
<td>Choice of materials / items</td>
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<tr>
<td></td>
<td>• Eliminating the use of hazardous materials, fossil fuels</td>
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<tr>
<td></td>
<td>• Water purification equipment instead of bottled water</td>
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<tr>
<td></td>
<td>Multipurpose packaging</td>
</tr>
<tr>
<td></td>
<td>• Humanitarian “products” as packages, e.g. packages convertible to shelter / sanitation items, buckets as packages for kits</td>
</tr>
<tr>
<td></td>
<td>• Eliminate the air: flat packaging</td>
</tr>
<tr>
<td></td>
<td>Durability</td>
</tr>
<tr>
<td></td>
<td>• Durable, high quality items</td>
</tr>
<tr>
<td></td>
<td>• Modular equipment design</td>
</tr>
<tr>
<td></td>
<td>• Reusable packaging</td>
</tr>
<tr>
<td></td>
<td>• Cold chain</td>
</tr>
<tr>
<td></td>
<td>Reducing the need for items sustaining the product during its lifecycle</td>
</tr>
<tr>
<td></td>
<td>• Energy, maintenance and repair operations</td>
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</tbody>
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Reverse logistics activities:
Collect and separate

<table>
<thead>
<tr>
<th>Activity</th>
<th>Examples from the humanitarian context</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Collect</strong> (Gatekeeping / avoidance, collection)</td>
<td>Establishing take-back schemes for waste / damaged products • Common schemes for standardised items and/or • Link to in-country recycling schemes and/or • Contracts with IPs for collection Incentives for bringing back items, esp. those • That would otherwise be sold on the black market and/or • Be hazardous when expired Soliciting specific in-kind donations / refusing unsolicited ones</td>
</tr>
<tr>
<td><strong>Separate</strong> (Inspection, separation)</td>
<td>Quality control • Establishing what can be done with take-back products / packages • Depending on what can be done in reprocessing (see next activities) • Determine insurance claims (also in light of Incoterms) Separate items that need special handling • Items that would be hazardous / relate to public health</td>
</tr>
</tbody>
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# Reverse logistics activities: Reprocess and redistribute

<table>
<thead>
<tr>
<th>Activity</th>
<th>Examples from the humanitarian context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reprocess</td>
<td>Repair shops close to use</td>
</tr>
<tr>
<td></td>
<td>- e.g. in refugee / IDP camps</td>
</tr>
<tr>
<td></td>
<td>Links to recycling schemes in the country</td>
</tr>
<tr>
<td></td>
<td>- Using e.g. standards that are used in the country;</td>
</tr>
<tr>
<td></td>
<td>- Establishing schemes with retailers)</td>
</tr>
<tr>
<td></td>
<td>Including reverse logistics in contracts with IPs and suppliers (extended producer responsibility)</td>
</tr>
<tr>
<td>Redistribute</td>
<td>Purposefully leaving things behind</td>
</tr>
<tr>
<td></td>
<td>- Donating equipment to the host government / bilateral partners, IP</td>
</tr>
<tr>
<td></td>
<td>- Distributing items to other than target beneficiaries (e.g. prior to expiry)</td>
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<tr>
<td></td>
<td>Monetising items (e.g. clothing collection) in the donor country rather than distributing elsewhere</td>
</tr>
<tr>
<td>Dispose</td>
<td>Esp. ensuring the proper handling of hazardous waste</td>
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</table>

**NB! Avoid undermining the local economy**
Tools for reverse logistics

» Problem mapping
  » Life cycle assessment
  » Life cycle costing: total cost of ownership
  » Footprinting (CO$_2$, energy, water)

» Collaborative efforts
  » In the supply chain: to be included in contracts with suppliers and implementing partners
  » With new supply chain members: links to established recycling schemes in the country
  » Across humanitarian organisations: establishment of joint take-back points and schemes, and/or through common third parties; modularisation/standardisation of items to enable cross-utilization

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Why haven’t we done this (yet)?

<table>
<thead>
<tr>
<th>Category</th>
<th>Barriers to greening the humanitarian supply chain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informational</td>
<td>• Lack of information &amp; communication</td>
</tr>
<tr>
<td></td>
<td>• Inadequate knowledge</td>
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<tr>
<td>Political</td>
<td>• Political limitations</td>
</tr>
<tr>
<td></td>
<td>• Lack of policies</td>
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<tr>
<td>(Inter-) organisational</td>
<td>• Poor SC partnership management</td>
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<td></td>
<td>• Insufficient training &amp; education, lack of top management support</td>
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<td></td>
<td>• Stakeholder influence</td>
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<td></td>
<td>• Lack of co-ordination</td>
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<tr>
<td></td>
<td>• Last mile considerations</td>
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<tr>
<td></td>
<td>• Poor planning; lack of performance management systems</td>
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<tr>
<td>Temporal</td>
<td>• Uncertainty of time of event, unpredictable demand</td>
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<td></td>
<td>• Urgency; little time to plan and make decisions</td>
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<tr>
<td>Technological</td>
<td>• Unavailability of appropriate technology</td>
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<tr>
<td></td>
<td>• Degraded infrastructure, lack of transport infrastructure</td>
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<tr>
<td>Cultural</td>
<td>• Goal to help people, environment second at best</td>
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<tr>
<td></td>
<td>• Lack of attitude and willingness to operate in a green way</td>
</tr>
<tr>
<td>Economic</td>
<td>• Lack of resources: funding, inadequate human resources</td>
</tr>
<tr>
<td></td>
<td>• Lack of supplies, equipment</td>
</tr>
<tr>
<td>Operational</td>
<td>• Structures / processes not in place</td>
</tr>
</tbody>
</table>

Sarkis, Spens and Kovács. (2009)
Thank you!

www.hanken.fi/humlog
Reverse Logistics
Panel Discussion
Over time, humanitarian assistance and support activities can have a potentially negative impact on the environment. If waste is not recycled or treated in a sustainable way, packaging and hazardous products could create or aggravate pollution problems for current and future generations. As humanitarians, do we have an ethical and legal obligation under the principle of ‘do no harm’ to avoid such negative consequences?
Break Out Groups

Group 1
Adam Bailey
Caroline Emerson
Elizabeth Bloomfield
George Fenton
Marie Houel
Martijn Blansjaar
Mike Goodhand
David Jakob
Sebastian Cazenave
Sarah-Jane Moore
Umer Khan

Group 2
Alvaro Villanueva
Cécile Terraz
Emma Fitzpatrick
Jalal Shah
Lisha Reece-Smith
Martin Dalton
Mohammed Ali
Theo Lingens
Bob DeMeranville
Rachel Stroly
Stephan Magnaldi
Wolf Lampe

Group 3
Anthony Lecossois
Christian Gronnerod
Fabrice Perrot
Jason Connolly
Lars Sommerlund
Norredine Zenati
Saidur Rahman
John Woodberry
Fiona Lithgow
Susan Hodgson
Thierry Balloy
Sean Rafter

Group 4
Aziz Ahmad Hafiz
Christophe Hambye
Faly Aritiana
Joern Ostertun
Lucien Jaggi
Maxence Giraud
Paul Jansen
Rudolf Ott
Peta Barns
Takuya Ono
Michael Grant
Paul Molinaro
Question 1) Beginning of life cycle...(procurement)

Question 2) End of life cycle...(waste management)

Discuss current state, challenges, suggested solutions, examples
Introducing the GLC Team and its position within the Lead Agency
DINNER

This dinner is kindly supported by

Antica Pesa Rome
Via Garibaldi 18
Time: 19h30