Opening Remarks

Mia Beers

Division Director

Humanitarian Policy and Global Engagement Division

Office of U.S. Foreign Disaster Assistance

U.S. Agency for International Development
Opening Remarks

Stephen Cahill
Global Logistics Cluster Coordinator
#LogClusterGM

logcluster.org | @logcluster | @logcluster | @logcluster

usaid.gov | @USAID | @theOFDA | @USAID
Strategic Advisory Group (SAG) Update
Who are your SAG...?
STRUCTURE

8 MEMBERS FOR 2 YEARS

3 NON GOVERNMENTAL ORGANISATIONS
2 GOVERNMENTAL ORGANISATIONS
1 WFP PERMANENT SEAT
1 FIXED CHAIR GLOBAL LOGISTICS CLUSTER COORDINATOR
1 FIELD LOGISTICS CLUSTER COORDINATOR OBSERVER

CÉCILE TERRAZ
STÉPHANE ARNAUD
CESAR ARROYO
STEPHEN CAHILL

JEAN-BAPTISTE LAMARCHE
DIDIER MERCKX
CCA LEWIN
FIONA LITHGOW
SAG – What we do...

• Longer-term strategic advice
• Promoting and implementing the strategy
• Representing a community of partners

SAG – What we don’t do...

• Not replace WG’s or plenary at GLM
• Not involved in operations
SAG in numbers as of 29 May 2018

13 Meetings
- 4 face to face meetings
- 9 teleconferences

1436 SAG webpage views

5 emails to SAG email address
- 908 unique page views
SAG Actions from Leysin

• Resource review ➔ Advocacy and / or Fundraising role
• Explore different communication and engagement
• Options with LC partners
• Engage in LC Strategy Review
SAG Activity Update

• Resourcing decision taken re: fundraising and / or advocacy resourcing

• Strategy Review engagement

• LC GM Attendance Criteria Review

• Advise on the shaping of the agenda for LC GM

• Support and follow up with Working Groups

• Proposal to plenary re: SAG membership phasing

• Strategic Private Partnerships
Focus on: Strategic Private Partnerships
Proposal – Refinements for Year 2

• Clearer split between the “strategic & steering” vs. “LC GM support” role of the SAG members
• Define clear Roles & Responsibilities of the SAG members over the year to increase effectiveness
• More emphasis & focus on WG (working groups) with dedicated leadership, SAG support, outcomes & goals
• Develop standard agenda items for both SAG and LC GM
• New WG proposal – Advocacy Strategy
Questions

and

Questions
1) It’s your LC GM – what do you want most from it?
2) It’s your SAG – what do you want most from it?
BREAK

Session will restart at 10:50
Financial Update

1. Donations by Source
2. Funding by Operation (2017 and 2018)
3. GLC Funding
4. Strategic Goals Planned Expenditure
5. Strategic Goals Budget Sourcing
6. Which parts of the strategy are we looking to fund?
Donations by Source (Top 10)

*Total funding for SOs that include a LC component*
Funding by Operation 2017

- SSD: 100% Received, 29.9 M USD
- Yemen: 100% Received, 15.5 M USD
- Syria: 100% Received, 12.2 M USD
- Iraq: 59% Received, 10.3 M USD
- Nigeria: 100% Received, 4.0 M USD
- DRC: 73% Received, 3.1 M USD
- Bangladesh: 100% Received, 2.1 M USD
- Ethiopia: 100% Received, 1.8 M USD
- Ukraine: 58% Received, 1.5 M USD
- Haiti: 100% Received, 1.2 M USD
- CAR: 100% Received, 1.2 M USD
- Madagascar: 100% Received, 0.7 M USD

Op. Req. $M USD

Shortfall
Received
Funding by Operation 2018

Yemen: 100% Received, 31.5 Op. Req. $M USD
South Sudan: 62% Received, 28.8 Op. Req. $M USD
Syria: 59% Received, 12.5 Op. Req. $M USD
Nigeria: 66% Received, 4.3 Op. Req. $M USD
Bangladesh: 52% Received, 4.1 Op. Req. $M USD
Iraq: 81% Received, 3.2 Op. Req. $M USD
Ukraine: 100% Received, 0.2 Op. Req. $M USD

Shortfall:
Yemen: 38%
South Sudan: 41%
Syria: 60%
Dem. Rep. Congo: 34%
Nigeria: 48%
Bangladesh: 19%
Iraq: 19%
Cen. African Rep: 73%
Ukraine: 100%

Op. Req. $M USD:
Yemen: 31.5
South Sudan: 28.8
Syria: 12.5
Nigeria: 4.3
Bangladesh: 4.1
Iraq: 3.2
Cen. African Rep: 3.0
Ukraine: 0.2
GLC Funding

• WFP Regular staff funding (PSA) – 8 staff

• Special Operations in the field
  • Global RITA, IM support, finance and other operation support if requested
  • Recoveries from deployments

• Ad-hoc contributions and in-kind donations
How does WFP use PSA?
Strategic Goals Planned Expenditure 2018

$4.5 M

- 51% Enhance the Logistics Cluster Operational Capacity
- 31% Strengthen Logistics Preparedness of National Actors
- 13% Network and Engage with Diverse Stakeholders
- 5% Learn and Drive Best Practices
Strategic Goals Budget Sourcing
2018

$4.5 M

32% Shortfall
31% Donor Contribution
23% SO funded
14% PSA funded
What was the impact of the GLC funding shortfall?

- Partnerships at the global level
- Advocacy
- Support for training
- Localisation
- Preparedness
### Preparedness

**Funding Requirements 2018**

$1,350,000

- $500,000 received from OFDA
- $121,000 received from NOREPS
- Identifying field-level staff (12 months)
- Ongoing field developing and testing of the platform
- Ongoing supply chain risk and gaps analyses
- Ongoing response planning exercises and stress testing - simulation exercises
- In-country platform trainings
- Ensure strategy alignment, rollout and best practices

### Training

**Funding Requirements 2018**

$500,000

- Logistics Response Training (LRT) – 1 x global, 2 x national/regional
- 1 x Cluster Induction Training (LCIT)
- 1 x Cluster Coordinator Training (LCCT)
- 1 x Information Management Training
- 2 x Emergency Logistics Training
- 1 x Training of Trainers (TOT)
- E-Learning platform – year round
- GLCST Staff costs

*Goals 2, 3 and 4 funded though regular funding streams (PSA + Special Operations)*
How will we achieve this?

• Engaging more directly with WFP Donor Relations to identify specific donors with an interest in Preparedness and Training
• Engaging with pre-identified Private Sector partners
• Engaging with pre-identified foundations
## Donations by Source (Top 10)

<table>
<thead>
<tr>
<th>Source</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>US</td>
<td>$38 M</td>
<td>$18 M</td>
<td>$6 M</td>
</tr>
<tr>
<td>UN</td>
<td>$11 M</td>
<td>$7 M</td>
<td>$6 M</td>
</tr>
<tr>
<td>UK</td>
<td>$8 M</td>
<td>$22 M</td>
<td>$ M</td>
</tr>
<tr>
<td>ECHO</td>
<td>$7 M</td>
<td>$5 M</td>
<td>$ M</td>
</tr>
<tr>
<td>Germany</td>
<td>$6 M</td>
<td>$2 M</td>
<td>$1 M</td>
</tr>
<tr>
<td>S. Arabia</td>
<td>$6 M</td>
<td>$ M</td>
<td>$ M</td>
</tr>
<tr>
<td>Canada</td>
<td>$1 M</td>
<td>$1 M</td>
<td>$ M</td>
</tr>
<tr>
<td>Private</td>
<td>$1 M</td>
<td>$1 M</td>
<td>$ M</td>
</tr>
<tr>
<td>Swed</td>
<td>$3 M</td>
<td>$ M</td>
<td>$ M</td>
</tr>
<tr>
<td>Japan</td>
<td>$1 M</td>
<td>$1 M</td>
<td>$ M</td>
</tr>
</tbody>
</table>

*Total funding for SOs that include a LC component*
Donations by Source (Top 10)

*Total funding for SOs that include a LC component
WORKING GROUPS UPDATE
SERVICE PROVISION
Logistics Cluster Working Group
Common Service provision
Content

1. Group members
2. Objectives of the working group
3. Defining the scope of the common services delivered by partners
4. Expected standards of proposed services
5. Selection criteria
6. Process to select common service providers
7. Next steps
<table>
<thead>
<tr>
<th>Group</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>WFP</td>
<td>Sabrina MARISCALHOLEMANS, Athalie MAYO</td>
</tr>
<tr>
<td>KLU</td>
<td>Casper HOEYNG</td>
</tr>
<tr>
<td>Atlas Logistique</td>
<td>Dany EGRETEAU, Emmanuel PAJOT</td>
</tr>
<tr>
<td>Welthungerhilfe</td>
<td>David JAKOB</td>
</tr>
<tr>
<td>ACF</td>
<td>Olivia PELEGRIN</td>
</tr>
<tr>
<td>Solidarite</td>
<td>Fabrice PERROT</td>
</tr>
<tr>
<td>H&amp;I</td>
<td>Maxence GIRAUD, Monika WARCHULSKA</td>
</tr>
<tr>
<td>Log cluster</td>
<td>Sean PRICE</td>
</tr>
<tr>
<td>PUI</td>
<td>Stephan MAGNALDI</td>
</tr>
<tr>
<td>GOAL</td>
<td>Mary JELLITI</td>
</tr>
</tbody>
</table>
Objectives of the WG

The objectives of the group are to define a transparent and clear process on who and how common services are provided AND to explore how to enable and promote the use of logistics partners as common services providers.

We focused on providing clarity on common service provision as much for the user’s of those services or the potential service providers.
Service Portfolio

Coordination, Information Management, Warehousing, Transport & Other Logistical Services

June 2017
Defining the scope of the common services delivered by partners

Key statements in the document:

• Where logistics gaps need to be filled, the humanitarian organizations involved in the emergency response may first assist each other through the **pooling of resources**, assets and sharing of information, with the Logistics Cluster acting as a coordination forum to prioritise critical issues and develop common solutions.

• Services made available through the Logistics Cluster are **not intended to replace the logistics capacities of other organizations**, nor are they meant to compete with the **commercial transport market**. Rather, they are intended to fill identified gaps and provide an alternative service option if and when other service providers are not available.
Defining the scope of the common services delivered by partners

The list of services below is neither definitive nor exhaustive.

- Transport management
- Warehouse management
- Air transport services (UNHAS)
- Fuel provision
- Cargo-tracking

Following the workshop based on our experience, we would add:

- Vehicle workshops
- Customs support --> one-stop shop
- Road rehab / Airstrip Rehab
- Accommodation to Staff
Outputs/ remarks of the workshop on the scope of common services

1. The “service portfolio” document does not define how to be a service provider
2. The process (roles & responsibilities) to become a service provider needs to be clarify
3. The need to differentiate clearly the activities between WFP, UNHAS, UNHRD and the log cluster
4. The need to define who is the cluster- An approach is not enough as a definition when managing 100 M€
5. The need to discuss about the operating pillar of the strategy, this might be where we identify risks of confusion of roles/ as the cluster doesn’t operate but facilitates and operate throught different entities
Expected standards of proposed services

ACCESSIBILITY AND ACCOUNTABILITY
- Common templates (MoU, SRF) in order to ease the access to the service
- One reporting tool (RITA)
- Common basic policies to be considered and implemented (e.g. fraud & corruption, humanitarian principles, etc)

TRANSPARENCY
- Regular reporting shared with partners (global and individual)

PERFORMANCE
- Set and defined SMART indicators per type of activities / services. Regular satisfaction survey to be carried out
# How to become Common Service Provider

## Selection criteria

<table>
<thead>
<tr>
<th>Criteria</th>
<th>When assessing</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Capacity of the organization to work locally (local registration, availability of staff, existing assets etc)</td>
<td>On the spot</td>
<td>On the proposal submitted through provided proof</td>
</tr>
<tr>
<td>2. Technical capacity:</td>
<td>Pre qualification</td>
<td>Questionnaire answered by the organisation Review of organisation process</td>
</tr>
<tr>
<td>- providing storage and transport service (process, forms, etc...)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- in an accessible way (for users)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- with tracking system</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- previous experience with common service provision (?)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Capacity to provide accountability:</td>
<td>Pre qualification</td>
<td>On the proposal submitted, through provided proof</td>
</tr>
<tr>
<td>- to users</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- to donors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- to cluster</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- to local government</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Cost efficiency</td>
<td>On the spot</td>
<td>On the proposal submitted, through provided proof</td>
</tr>
<tr>
<td>5. Starting date for the activities</td>
<td>On the spot</td>
<td>Questionnaire answered by the organisation</td>
</tr>
<tr>
<td>6. Capacity to develop a system of cost recovery</td>
<td>Pre qualification</td>
<td></td>
</tr>
</tbody>
</table>
Key considerations during project review

1. Selection criteria should guide the decision on which potential service provider to choose in case that multiple service providers apply.

2. Equity and transparency: overall, the process must guarantee that each potential service provider is evaluated in fair and transparent manner.

3. Speed of execution: must be executable in a single log cluster meeting if the disaster requires rapid decision making in an informal, non-bureaucratic way. E.g. it is sufficient to have the minutes of a log cluster meeting.

4. Adaptability: must be flexible to the disaster context and the logistics needs context.
Process to select common service providers

1. **Emergency**
   - Assessments done by the LRTs and humanitarian actors

2. **Gap analysis**
   - (if the commercial sector has the capacity, no need for SPs)

3. **Activating the cluster**

4. **Concept of Ops**
   - Sent around to cluster participants/to be revised regularly to fit with need

5. **Proposals** from potential SPs including WFP (except in last resort situation)

6. **Project review** done by Cluster Co with some logistic co(s) (that are not applying) (if necessary) using defined criteria
   - MUST BE DOCUMENTED with minutes of the meeting

7. **Fundraising** through bilateral agreement with donors

8. **Signature of a MoU**

9. **Fundraising through WFP**

10. **RITA**

11. **Reporting to the cluster**

12. **Reporting to donors**

Additional service providing can be added outside the Con OPS
Next steps

• Produce a brief information package to explain clearly the role of each actor within the log cluster for the new comers
• Review & Modify the « Service portfolio » document to encompass the key elements coming from the WG
• Finalizing the MoU between WFP and Service providers- Sub group « MoU »
• All partners have to participate to the Con Ops at field level!
Airbus Foundation
New MoU
Together we can do more

Andrea Debbané
Head of R&S & Airbus Foundation Executive Director
Movie 10y anniversary
The Airbus Foundation is at the very heart of Airbus, committed to bringing together the products and people of our global aerospace company to help address the challenges of today’s society. The Airbus Foundation supports the work of humanitarian groups and inspires the next generation as they prepare to embrace their future.
Airbus Foundation supports the humanitarian community at every phase of a crisis.
Logistics support

Leadership training

Using innovation to build capacity
Humanitarian Flights

- 65 humanitarian flights coordinated since 2008
- 418 people transported
- ~800 tonnes of material transported
- Over 345 helicopter flight hours coordinated for 22 mission in 11 countries

16 Airbus test aircraft flights

A350-A340-A330
445 Tonnes of goods
Main partners: ACF IFRC MSF WFPGLC CDC

49 Airbus customers ferry flights

23 airlines participating to 49 ferry flights with 358 tonnes
Such as Water sanitation & filtration, high energy food, medical supplies, clothing, household kits
Coordinated with more than 30 aid agencies
Military Transport

Transport of supplies and emergency goods through military aircraft A400M
- Ideal aircraft for humanitarian aid transportation
- Multiple cargo configurations possible

C295
- Versatile platform, up to 9m T of payload and 71 personnel
- Easy cargo loading (roller floor)
- Aerial delivery, short take-off and landing in remote relief areas and unpaved runways
Satellite Imagery provided to support assessment for major natural disasters
Rescue Station Mobile Systems

- Providing medical assistance
- Modular system to assemble field medical facilities in disaster relief missions
- Designed for autonomous operation
- Containers provide functions such as diagnostics, surgical unit and intensive care

VEM

- Expandable Modular Growth
- Resistance to rain, sun protection and optimized aerodynamic properties to face any adverse environments
- Very quick installation. One VEM
- Assembled in only two hours requiring 2 operators only

Before

After

Image of Before and After
Leadership training: partnering with the Airbus Leadership University (ALU)
Fondation de l'Académie de Médecine (FAM)

Objectives

In agreement with ALU
• Ramp up the number of management/leadership places for our partners
• Build capacity for our partner by providing leadership development opportunities
• Develop Airbus leaders by introducing them to new sectors and leadership situations
• Drive a CSR minded culture within Airbus
• Offer access to online training for engaged employees on the world of the Humanitarian community
• Fund community impact projects for employee involvement.

FAM courses
• Medical services and focused on the management of medical pathologies using helicopters as a solution.
• The course is led by emergency medical experts from the French "Fondation de l'Académie de Médecine" who share their knowledge on all types of rescue missions and traumatology which are manageable with Airbus Helicopters.

KPIs and Benefits

• Number of people
• Exchanges between orgs, Employee engagement and learning feedback
• Feedback from Partners on new skills
Innovation – our “Humanity Lab”

**Objectives**

- Deepen understanding of challenges
- Provide solutions
- Engage employees and our ecosystem

**KPIs and Benefits**

- Number of projects scaled and rolled out
- Feedback from employees and partners
- In kind value added by internal ecosystem

- Funding projects and initiatives that can have a consequential impact on the capacity of the humanitarian community to be more efficient in emergency response and resilience.
- These projects can be housed and supported using our internal infrastructure.
AFHIS18 Innovation summit

Challenge 1 – Action Contre la Faim
- How might we use new technologies to re-use the waste material created in disaster areas and through the aid supply chain
- For beneficiaries and people suffering from hunger
- In a way that waste and packaging materials are reutilized to build infrastructures to facilitate the tasks of humanitarian organizations (shelters, housing, offices, health centers,…)
- So that the environmental impact of waste in disaster areas and the humanitarian supply chain is minimized by reutilizing it to facilitate the rapid deployment of humanitarian operations

Challenge 2 – Kenya Red Cross Society
- How might we improve data collection from multiple sources (including aerial) in areas that are mapped as well as not mapped and/or hard to reach during disasters
- For aid workers and those in need
- In a way that response times are minimized, through more accurate maps and data
- So that more lives are saved in emergency situations

Challenge 3 – We Robotics
- How might we deploy new technology that changes the way we share resources (eg. user friendly imagery, food, emergency equipment, medical supplies etc)
- For beneficiaries and the vulnerable populations in general
- In a way that information is accessible and transparent
- So that the whole supply chain is optimized
Challenge 4 – NetHope
• How might we quickly identify skilled staff, their location and area of expertise in real time
• For humanitarian relief organisations
• In a way that accelerates getting the right people to the right place at the right time
• So that they can instantly build effective response teams and deploy these people on the ground throughout a disaster response in an optimised way.

Challenge 5 – WFP Innovation Accelerator & PLAN International
• How might we in the event of a disaster reach communities where access is impeded or dangerous
• For those affected by a crisis
• In a way that leverages the advantages of modern technology, including UAVs (drones, driverless vehicles), is cost effective, and will be accepted by both the receiving governments / authorities and the affected communities (not be confused or associated with military assets or actions)
• So that humanitarian actors can deploy their resources more rapidly, communities can receive the assistance they need and can therefore recover more quickly.

Challenge 6 – IFRC
• How might we develop super small scale devices that provide widespread lighting, monitoring, automation, and other low power functions?
• For those affected by disaster or unconnected to power supply
• In a way that makes electrification of a wide range of functions possible without a power grid or large scale solar arrays
• So that emergency settings can be electrified quickly and inexpensively without power infrastructure and at low risk of theft
• Event Feedback was extremely positive with 99% of participants stating they would attend another Humanitarian Innovation Summit.
Agreement with Un WFP Global Logistics Cluster

Foundation Objectives

Play a key role in building capacity for emergency responders, strengthen relations with our key partners and transfer skills and competencies and engage employees

Proposal

WFP partnership
- 2 million € in kind donation/year
- 140K€ of fees
- Secondment of project manager for 6–12 month with Rotations at HQ in Rome

Covering an in-kind contribution of
- Access to up to 6 test aircraft flights per year
- Access to helicopters for emergencies
- Access to on-demand satellite imagery
- Finding solutions through innovation to build capacity

KPIs and Benefits

- Number of days between request and flight
- Number of partners for each flight
- Partners’ feedback on cooperation
- Mutual training opportunities
- Impact of satellite imagery provision
- Training, skills and knowledge acquired by our partners
Video summit
Airbus SDGs
AIRBUS FOUNDATION
Together we can do more
LUNCH

Session will restart at 13:30
Operations Update I: Bangladesh (video)
The Changing Context of the Humanitarian Sector

Jesper Lund
Chief, Emergency Response Support Branch OCHA
Humanitarian system key influencers / trends

- **Response environment**: Sudden on-set response -> Protracted crises
- **Preparedness**: Changes of ownership and decision making
- **Global trends**: Greening, SDG, Participatory, e.g.
- **Nexus thinking**: Holistic approach (Security, Response, Development)
- **Living in a digital world**: “Communication (influence) with no limits”
- **Response**: Established system -> New actors -> new ways of working
- **Funding**: Follow the money or rather the cash flow!
- **System changes**: Cyclic approach or one size doesn’t fit all!!
- **Commercialization**: Humanitarian -> Private sector is coming
- **System**: Structural systems-> Networks, from C2 to collaboration
Protracted crises dominates

- Facts “Since 2006, the number of political conflicts worldwide has doubled from 278 while in 2016, 402 conflicts.
- “Approximately 97 per cent of humanitarian action, people in need and allocated resources were in complex emergencies”
Preparedness return of investment?

Statement:
“1 Dollar spend on preparedness equals 7 dollars in response”
Holistic approach
Increasing numbers and diversity of actors

As of 2014, there were

4480 humanitarian organisations

Source: ALNAP 2015

Logistics Cluster - Global Meeting, May 2018
Influence of Global policies

System policies

- Localization
- “Nexus”

Global trends

- Greening
- Gender
- Accountability

Global politics

- Revival of the “Cold war”
Living in a digital world

Some statistics on Mobility

- Communication with affected communities
- The Rise of Crisis Data
- Crowd sourcing Social Media
- Crowd Computing
- Satellite & Aerial Imagery
- “Artificial Intelligence for Disaster Response”

BASELINE: In 2016, mobile phone subscriptions increased to approximately 7.5 billion. PROJECTION: The demand for mobile phone technology will continue to rise, with 17.1 billions
Shift in funding of Humanitarian response!

Amount requested through inter-agency appeals US$ billion:
- 2006: 4.8bn
- 2007: 31m
- 2008:
- 2009:
- 2010:
- 2011:
- 2012:
- 2013:
- 2014:
- 2015: 19.7bn

People targeted at mid-year million:
- 2006: 31m
- 2007:
- 2008:
- 2009:
- 2010:
- 2011:
- 2012:
- 2013:
- 2014:
- 2015: 96.9m

Sources: inter-agency appeal documents, FTS

Funding trend for humanitarian appeals (2004-2015, year-end figures):
- Requested
- Gap
- Funding

Logistics Cluster - Global Meeting, May 2018
Evolution of the Humanitarian

Lead agency

Humanitarian Reform

WHS

NWOW

IASC Coordination

Transformative Agenda

Grand bargain
Shift in the role of the Private sector

Traditional role

Future role
Working in Networks

Humanitarian Country Team

 intercepted Issues

Inter Cluster Coordination Team

Cluster Coordinator

OGS Country Representative

UN Agency Country Representative

UN Agency Country Representative / Head of Cluster Lead Agency

OCHA

Clusters

Cluster Members

Clusters

Cluster Members

Clusters

Cluster Members

Clusters

Cluster Members

OCHA

Logistics Cluster - Global Meeting, May 2018
“Working in a network”
The “Commander” vs the “Catalyst”

The Boss
Command and Control
Rational
Powerful
Directive
In the Spotlight
Order
Organising

A Peer
Trust
Emotional intelligent
Inspirational
Collaborative
Behind the Scenes
Ambiguity
Connecting

Source: the Starfish and the Spider 2014
BREAK

Session will restart at 15:30
Marketplace
DINNER

Mastro’s Steakhouse
600 13th St NW

This dinner is kindly supported by

AIRBUS