



Logistics Preparedness Gap Analysis Workshop

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Logistics Preparedness Gap Analysis Workshop

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Introduction

Iraq was identified by Logistics Cluster partners as a disaster-prone country based on risk / threat indices (natural or man-made) and national level supply chain capacity and performance indicators. The Logistics Cluster, led by the World Food Programme (WFP), was activated in 2014 as a response to severe infrastructure damage caused by military operations. The Logistics Cluster assisted the humanitarian community in delivering lifesaving assistance to the affected areas.

Additionally, Iraq witnessed severe flooding in 2018 mainly in the north-west region, resulting in access constraints, which impacted the delivery of humanitarian cargo to the affected areas. The Logistics Cluster advocated for the rapid implementation of emergency access and successfully facilitated the delivery of over 200 trucks in five days. Furthermore, Iraq is under persistent threat of flooding, both in the northern and southern regions and logistics preparedness planning and actions are not yet well-defined or established.

The Logistics Cluster Preparedness Project aims to enable local governments, national and international NGOs, UN agencies, development partners and the private sector to have a coordinated approach towards improving local supply chain resilience and to ensure humanitarian actors are able to conduct a joint logistics response. A key output of the Preparedness project is the formation of a National Logistics Preparedness Network, which brings stakeholders together before an emergency to identify potential bottlenecks and solutions, plan effective responses, draft a joint action plan and establish an operational team environment.

Background

Since 2003, the country did not have an established preparedness planning and rapid response action mechanisms. Response activities focused mainly on immediate intervention and addressing of the needs arising from ongoing or post-conflict situations. On the other hand, natural disasters, such as floods, were occurring annually. After the deactivation of the Logistics Cluster, the government counterparts agreed to maintain a coordination forum in the form of a Logistics Working Group that meets periodically in Baghdad and Erbil.

Due to deterioration of the security situation in Baghdad and the southern region of Iraq, the Logistics Preparedness Project was initiated in KRI.

The Logistics Cluster Gap Analysis Workshop is a key component of the Preparedness Project. It serves to identify gaps, propose solutions and develop a plan of action. Prior to the workshop, several preparatory actions were conducted to gain a fundamental understanding of humanitarian community capacities in the country, to ensure a smooth implementation of the Preparedness Project, and to establish coordination and collaboration with local authorities. Below are some of the preparatory activities conducted by the Logistics Working Group prior to the Gap Analysis Workshop

- A Capacity Mapping Survey was sent out to the stakeholders to assess their capacities and map other ongoing preparedness initiatives. The results of the survey constituted a foundation for the mapping of logistical capacities and constraints faced by humanitarian actors. Findings of the survey were presented at the Gap Analysis Workshop.

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- High-level meetings were held with key government stakeholders in KRI as part of efforts to establish and promote understanding of the Preparedness Project.
- On 28 January 2020, the Logistics Working Group conducted a workshop on Emergency Logistics Preparedness with participation of KRI government representatives, humanitarian partners and the private sector. The workshop was sponsored by the Joint Crisis Coordination Centre (JCC) and facilitated by the Logistics Cluster (Logistics Working Group). The aim of the workshop was to introduce the Preparedness Project and its timeframe, announce the roll-out of the project in KRI, explain the needed / expected support from the KRI government, and to obtain the initial support of the KRI government for the project.

Aiming to strengthen the supply chain resilience of the national actors and to build preparedness capacities and facilitate contingency planning, the Logistics Cluster Gap Analysis Workshop was conducted in KRI on the 11th and 12th of February 2020. The two-day workshop was co-chaired by the Joint Crisis Coordination Centre (JCC) and the World Food Program (WFP). The Global Logistics Cluster (GLC) supported the preparation and facilitation of the workshop.

Objectives

Led by JCC and supported by WFP and GLC, the main objectives of the two-day Gap Analysis workshop were:

- Presentation of Logistics Capacity Mapping Analysis and logistics gaps identified through the survey, previous logistics preparedness meetings, and bilateral interviews conducted by the Field Preparedness Officer
- Presentation of logistics bottlenecks and gaps identified via group discussions
- Construction of a joint KRI Logistics Preparedness Action Plan driven from the gap analysis and recommended activities/solutions
- Establishing an implementation timeframe for the proposed activities/solutions
- Harmonisation of government and humanitarian actors' efforts to contribute to the implementation of Preparedness Project activities

Participants

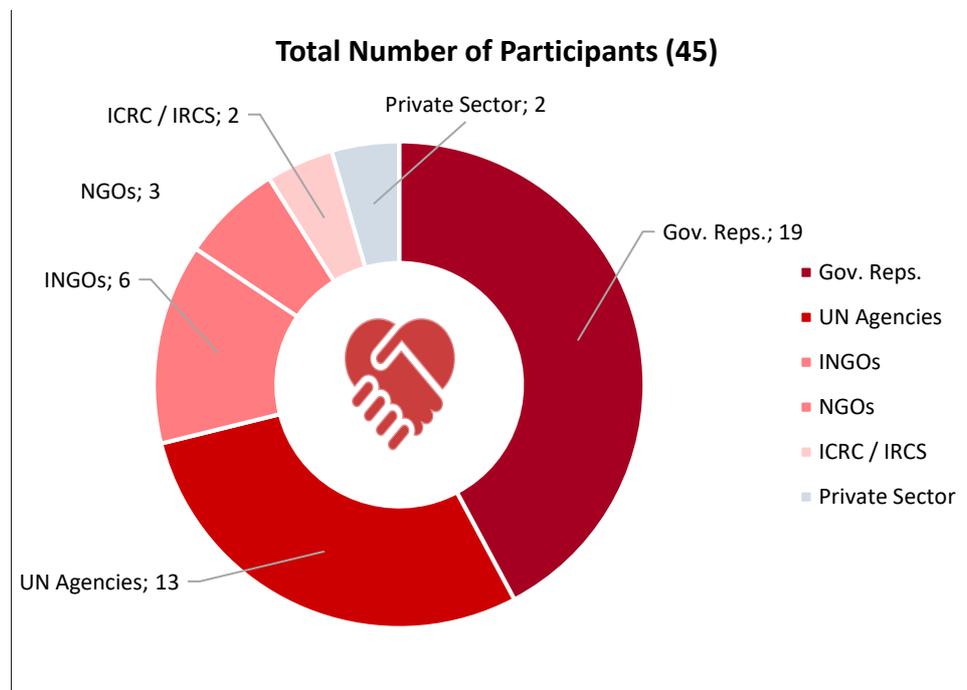
The workshop participants included: representatives of different KRI government entities, who are directly or indirectly involved in Preparedness Project activities, private sector representatives and humanitarian community actors (NGOs, INGOs, UN Agencies, Iraqi Red Crescent, International Committee of the Red Cross). The government representatives were high-ranked officials and directors from various ministries and provinces of KRI. The below chart summarizes the participation of the workshop. A list of the attendees can be found in [Annex A](#).

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Session Outcomes

The main outcome of the workshop was an action plan consisting of identified gaps and bottlenecks, proposed solutions and activities to achieve the recommended solutions and overcome challenges.

The structure of the two-day workshop consisted of two main aspects: (1) gap analysis and bottleneck identification, which was carried out during the first day of the workshop and (2) recommended solutions and associated activities, carried out during the 2nd day of the workshop. The following sections detail the main activities carried out during the course of the two-day workshop.

Day 1

Presentation and Introduction

The workshop was kicked off with a speech by the General Director of JCC presenting the current activities and future vision towards preparedness and rapid response to emergencies. It was followed by a presentation by GLC/WFP who briefly introduced the Preparedness Project, main topics and expected outcomes of the workshop. Both presentations emphasised on the necessity of logistics preparedness and the necessity of nurturing collaboration and coordination among JCC and humanitarian actors. (Detailed Agenda of Day 1&2 is in [Annex B.](#))

Gap Analysis

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Following the introductory session / presentation by JCC, GLC/WFP, the highlights of logistics capacity mapping survey were presented. Below is a summary of the capacity mapping (detailed results of Capacity Mapping Survey in [Annex C](#)):

- **Transportation:** Less than 20% of humanitarian actors have land transportation assets in Iraq distributed across the country. The capacity of the owned assets is generally small (<5 tonnes capacity trucks). Despite this, land transport was not highlighted as one of the main concerns. Transport capacity available in the local market is considered sufficient to meet the demand of humanitarian organisations during crisis.
- **Customs:** A quarter of the organisations that participated in the survey expressed challenges with customs clearance processes. Generally, the challenges can be summarised into two areas: (1) Delays in response (2) Difficulties in obtaining customs exemption letter and in procedures.
- **Access:** The survey showed that a majority of organisations are facing access challenges. Many of the participants linked the challenge of obtaining access approval to a lack of coordination between National Operation Command (NOC), JCC and Joint Coordination and Monitoring Centre (JCMC), as well as unclear and inconsistent requirements at the checkpoints.
- **Information Management and Coordination:** Some participants pointed out that there is a need for an integrated database containing logistics information of local suppliers and service providers. Coordination among organisations and government entities was also flagged as a challenge.

Following the presentation of the Logistics Capacity Mapping and findings from the survey, “World Café”-style discussion groups were formed based on the key thematic areas: Access, Air Transport, Coordination & Regional Agreements for Emergency Response, Customs, Information Management, Land Transport, Private Sector & Academia Engagement and Warehousing. After scrutiny of the results of the Gaps Analysis, it was recommended to merge some of the overlapping thematic areas. The thematic areas below were merged during the solution & activities session that was conducted during the 2nd day of the workshop:

- 1) Coordination & Regional Agreements for Emergency Response & Information Management
- 2) Land Transport, Access and Customs

The facilitator list per thematic area and guiding questions can be found in [Annex D](#).

Day 2

Action Planning

Day two of the workshop started with presentations about the outcome of the gaps and bottlenecks identification. Each of the eight groups presented their findings. Afterwards, participants were divided into five groups according to their area of expertise. These groups were asked to address the identified gaps and propose/recommend solutions and activities to address these. A member of each group presented his/her group’s proposed solutions and activities to the audience. The workshop was concluded by outlining the next steps, includes the consolidation of the action plan and follow-up of activities. Table (1) summarizes gap & bottleneck identification, recommended solutions and proposed activities.

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Conclusion

The two-day workshop was concluded by drafting an action plan that includes:

- Gaps & bottlenecks identified via capacity mapping and World Café group discussions
- Proposed/recommended solutions based on consultations with partners
- Required activities to achieve the solutions and the timeframe and responsibility of each activity

The list below outlines the key areas of concern. The full tabular action plan will be distributed separately.

1. Access

- a. Coordination gap on humanitarian issues between Kurdish Region of Iraq and Federal Iraq
- b. Insufficient validity period for access letters
- c. Request for humanitarians to share private and sensitive data at different checkpoints in Federal Iraq

2. Air Transport

- a. Need to identify the GPS coordinates of landing points for helicopters in rural areas in KRI
- b. Limited cargo helicopter capacity
- c. Radar Control for the North Iraq is based in Kirkuk and does not have a backup operator in case of emergency
- d. Limited equipment causes delays in airport operations in Sulimaniya

3. Coordination & Regional Collaboration

- a. Insufficient exchange and information flow between logistics actors are causing inefficiencies and delays
- b. Logistics capacities of actors and constraints are sometimes unknown and unused
- c. Operational bottlenecks are often addressed individually (per organisation) and not commonly

4. Customs

- a. Short shelf-life for medical items after getting approval
- b. Lack of medical storage facilities at Erbil International Airport
- c. Unclear and inconsistent marking of humanitarian medical shipments
- d. Kurdistan Medical Control Agency (KMCA) takes a long period of time to process the import permit of medical supplies
- e. Coordination between JCC and Customs Authorities at the entry points
- f. Lack of awareness on up-to-date customs procedures by the humanitarians
- g. No visualization or tracking mechanism of import permit progress and need for provision of online account for import permit request submission for Humanitarian actors

5. Information Management

- a. Current setup for information exchange is decentralised making logistics coordination difficult. No clear designated focal points are responsible for collecting, compiling, managing, exchanging, and disseminating information and data.

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- b. Misinterpretation of information due to inaccurate data and inadequacy of data analyzation and validation capacities.
- c. Delays in sharing logistical information hamper the humanitarian response
- d. Unavailability of a centralized and updated database for suppliers, and storage spaces (for rental or owned by humanitarian organization) with pointing out the location(s) on the map. The road map is out-dated.
- e. Inadequate visibility of JCC letter approval processes/steps by humanitarian Communities

6. Land Transport

- a. No reliable or up-to-date information on list of registered transport service providers
- b. Not enough deployable pontoon bridges in the event when infrastructures are affected by disaster

Next steps

The below steps were discussed as the next step towards the implementation of the Preparedness Project:

- 1- The outcomes of the workshop (Action Plan, which consists of gaps & bottlenecks identification and recommended solutions and activities) will be consolidated by WFP/LC.
- 2- The consolidated Action Plan will be shared with Joint Crisis Coordination Centre (JCC) for revision and endorsement.
- 3- Upon the revision by JCC, in case any modifications/adjustments are necessary, meetings will be scheduled to discuss the adjustments and to reach a common ground.
- 4- The final agreed/revision of the Action Plan will be endorsed by JCC.
- 5- Formal presentation of the Action Plan to be held to JCC leadership.
- 6- A follow-up mechanism will be established in order to monitor and control the progress of activities

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Annex B: Two-day Workshop Agenda

Day 1		
Start Time	Activity	Description
09:00	Welcome and Introductory Remarks	Mr. Hoshang Director General of JCC Mr. Husham Mohammad Mr. Samuel Terefe Field Support GLC Mr. Radislav Cicic Field Preparedness Officer
09:30	Overview of the Pillars of Preparedness Project and update	1. Fact Finding 2. Analysis and Planning 3. Action Implementation
10:00	Government Presentation on JCC preparedness activities	
10:30		COFFEE BREAK
10:45	Logistics Capacity Mapping - Methodology & Results	1. Methodology of the Logistics Capacity Mapping Survey 2. Survey results
11:30	World Café - Logistics Gaps and Bottlenecks	Participants were divided into 8 groups of four (only two groups of three.) During the sessions, groups started to list all the gaps / bottlenecks facing Thematic area group discussion Thematic areas: Land Transport, Air Transport, Access, Warehousing, Coordination Structure, Regional Agreements, Customs, Private Sector and Academia Engagement, and Information Management
12:30		LUNCH BREAK
13:30	World Café - Logistics Gaps and Bottlenecks continued	World Café group discussions continued
15:30		COFFEE BREAK
15:45	World Café - Logistics Gaps and Bottlenecks continued	World Café group discussions continued
16:45		Recap of Day 1
17:00		END OF DAY 1
Day 2		
Start Time	Activity	Description
09:00	World Café presentation of results	Presentation of the talking points in the World Café activity by different thematic area facilitators
09:30	Action Planning Activity	Thematic Group Discussion Working of the World Café presentations
10:30		COFFEE BREAK
10:45	Action Planning Activity continued	Participants were divided into 5 groups to discuss the solutions and needed actions
12:30		LUNCH BREAK
13:30	Presentation of Thematic Action Plans	Presentation of the group inputs in the Action Planning Activity
15:30		COFFEE BREAK
15:45	Next Steps	Consolidation of Iraq Logistics Preparedness Action Plan
16:00	Closing Remarks	JCC Representative Radislav Cicic, Preparedness Officer Samuel Terefe, Desk Support, Preparedness Project (GLC)
16:15		Evaluation
16:30		END OF DAY 2

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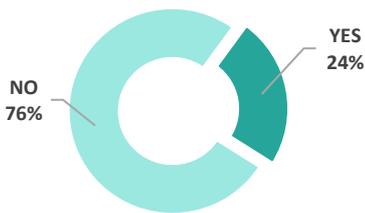


Annex C: Results of Logistics Capacity Mapping Survey. (The results are based on the responses of 27 participants.)

Organizations with Transportation Assets



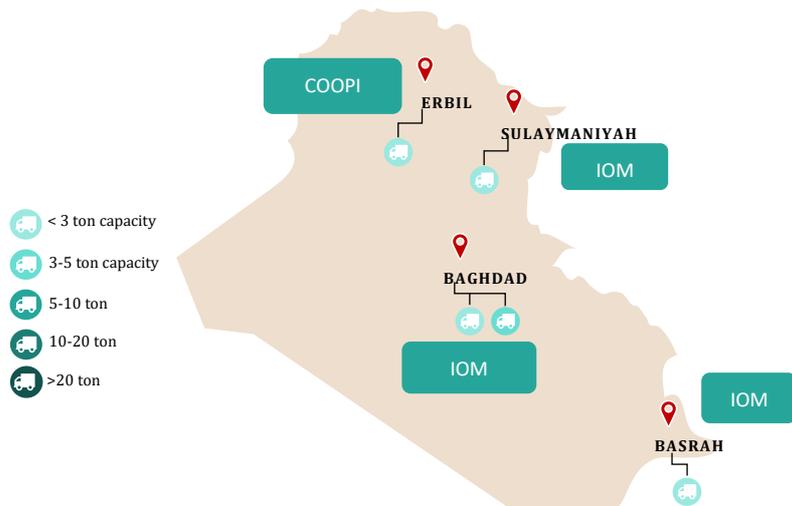
Challenges with Customs



Challenges with Cargo Access



Map of Transportation Assets



Map of Transportation Assets



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Annex D: Facilitator per Thematic Area for Gap Analysis and Guiding questions

Thematic Areas	Facilitators	Guiding Questions
1. Access	Haider Al-Ithawi (UNICEF)	<ul style="list-style-type: none"> - What areas are affected by access in terms of delivery of humanitarian assistance?
2. Air Transport	Radislav Cicic (WFP)	<ul style="list-style-type: none"> - What are the current gaps? - Is there enough airport capacity in the country? - Is there enough cargo handling equipment?
3. Coordination & Regional Agreements for Emergency Response	Sarah Kunzelmann (Malteser-International)	<ul style="list-style-type: none"> - What are the gaps in this area? - Working coordination mechanism between different Govt agencies? - Coordination mechanism between different provinces of the country? - Is the current emergency response mechanism working with neighboring countries? - Is there a need to establish regional emergency coordination body?
4. Customs	Ali Saeed (JCC)	<ul style="list-style-type: none"> - What are the gaps in this area? - Is there a waiver protocol to import humanitarian shipments during emergencies? - Dry port capacity and location? Bonded warehouses capacity?
5. Information Management	Zaid Kbah (WFP)	<ul style="list-style-type: none"> - Information Management Framework - Information Gaps - Sharing mechanisms - What do we need to know?
6. Land Transport	Samuel Terefe (GLC)	<ul style="list-style-type: none"> - Are there other resources or capacities not identified? - Are there other actors/partners not covered by the survey and their capacities? - Is there enough capacity? - Which areas are inaccessible? - Which road infrastructure is impeding humanitarian assistance? - Consistency of transport market (rates)
7. Private Sector/Academia Engagement	Ibrahim Dabbagh (THW)	<ul style="list-style-type: none"> - What are the opportunities in this area? - Can you share any gaps in this thematic area?
8. Warehousing	Ahmed Alkarawi (WFP)	<ul style="list-style-type: none"> - Are there gaps not identified or expressed well? - Are there other resources or capacities not identified? - Are there other actors/partners not covered by the survey and their capacities? - Is there enough capacity? - Which area are inaccessible and would need repositioning?