
Global Logistics Cluster Preparedness Workshop

Rome, Italy



Global Logistics Cluster Preparedness Workshop

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Contacts

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Introduction

The second Global Logistics Cluster (GLC) Preparedness Workshop took place in Rome, Italy, 25-27 November 2019. The three-day event focused fostering synergies between Preparedness Project stakeholders and reviewing lessons learned from the rollout of Preparedness initiatives across 10 countries¹ and the Pacific from 2017 to 2019. Establishing best practice and paving a way forward for ongoing and upcoming rollouts was a key part of the agenda. Deliverables from workshop activities included a review of 2019 activities and a comprehensive two-year roadmap for the period from 2020 to 2021.

The workshop format was designed to facilitate an exchange of experience between field and global level stakeholders, while leaving enough room for dedicated focus groups to explore activity implementation, partner engagement and action planning for 2020-21. Separate sessions were held in the mornings for split field and global level cohorts and afternoon events were generally reserved for joint events. The workshop was successful in bringing together stakeholders from all levels to determine a common way forwards for the GLC Preparedness Project in the years to come.

Context: GLC Preparedness Project

As part of its strategy and mandate given by the Inter-Agency Standing Committee (IASC), the Logistics Cluster seeks to utilise its experience, expertise and wide network of partners to strengthen national logistics capacity and promote a shared methodology towards logistics preparedness. The project's objective is to enable and support local governments, national and international NGOs, UN agencies, development partners and the private sector, to have a coordinated approach towards improved local supply chain resilience and ensure actors are well prepared for joint humanitarian logistics responses and information exchange in emergency-prone countries.

In 2020, Logistics Cluster preparedness activities will focus on identified at-risk countries, chosen by Logistics Cluster Partners based upon risk indices, national-level logistics performance and capacity indicators. Where the World Food Programme (WFP) and/or partner organisations have a presence in-country, the Logistics Cluster leverages on this experience to ensure activity and strategic alignment and promote shared ownership of preparedness initiatives across the humanitarian community.²

Objectives

The workshop's primary objective was to foster collaboration and facilitate the exchange of experiences between partners, government counterparts and field preparedness officers. The proposed outcome, a two-year roadmap for 2020-2021, has been achieved, alongside the following secondary objectives:

- Review of 2019 activities
- Exchange of experience across field and global stakeholders
- Initiation of the development of an impact measurement framework

¹ Bangladesh, Haiti, Indonesia, Iraq, Lao PDR, Madagascar, Malawi, Mozambique, Philippines, South Sudan

² [Concept Note: Logistics Cluster Field-Based Preparedness](#)

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PARTICIPANTS

40 participants



40 participants attended the workshop including Field Preparedness Officers, WFP Heads of Supply Chain in the active project countries, National Disaster Management Organisations (NDMO) counterparts, Emergency Preparedness and Response (EPR) focal points from NGOs and private sector representatives.



Participants presenting and exchanging experience about 2019 activities

Workshop Structure

The cohort for the field level discussion sessions consisted of Field Preparedness Officers from active project countries, government counterparts, and other field-based Logistics Officers. The workshop kicked off with an initial survey related to desk and information management (IM) support, good practices, and lessons learned. Additional field level sessions included a review of the project methodology, IM, private sector and academia engagement as well as country and working group presentations.

Global level sessions hosted partners of the GLC Preparedness Working Group, government counterparts from active preparedness countries and WFP Heads of Supply Chain, to discuss on the rollout plan for 2020-2021 and partner engagement.

Joint sessions included an overview of GLC preparedness initiatives and presentations on project countries, impact measurement and sustainability, return on investment (ROI), the preparedness guide initiative and an overview of the Logistics Information Exchange Platform (log:ie). This enabled participants to gain a holistic overview of GLC Preparedness as well as the structure, objectives and challenges faced by currently active countries.

Session Details, Outcomes and Recommendations

Desk and IM support, Good practices and Lessons Learned

A world café style session in four groups covered the following topics: desk support, information management support, good practices and lessons learned. Each group discussed and documented the issues and gaps related to their topic and then moved to the next station. Noted issues, gaps and action points included:

- **Desk support:** GLC to expand the current scoping mission coverage to produce a comprehensive Country Concept Note, leading to a better acceptance of the project and stronger engagement.
- **Information management (IM) support:** GLC to elaborate guidelines for the approval of documents between the NDMO, WFP Country Office and the preparedness team and clarify the type of support the IM team can provide to NDMO that is adapted to country context.
- **Good practices:** WFP management and senior government counterparts should be requested to advocate for the project. Supporting the NDMO in fostering relationship with neighbouring countries' official agencies through Field Preparedness Officers is key for project sustainability.
- **Lessons learned:**
 - Preparedness Officers need guidelines for engagement with private sector actors.
 - Ensuring project long-term sustainability is challenging when the government has limited funds available.
 - Designing a clear exit strategy from the early beginning is essential to avoid creating dependencies.

Review of 2019 Activities and Country Update

Preparedness Officers from Bangladesh, Iraq, Lao PDR, Madagascar, Malawi, Mozambique, South Sudan and Haiti presented the key milestones, challenges and good practices from their respective countries. The following findings emerged from the session:

- Gap-analysis workshops are key milestones of the Preparedness Project as they raise awareness on key systemic logistics gaps and risks as well as serving as a basis for the action plan (Bangladesh, Lao PDR, Malawi).
- Partnership is key to guarantee a long-term impact and onboarding of all interested stakeholders can take longer than the assigned first two phases. The timeline should be adjusted to the country context (Bangladesh, Laos).
- Security challenges can hamper the roll out of the project in certain countries (Haiti, Iraq, South Sudan).
- Following an emergency response, challenges are still recent and could provide momentum to find long-term solutions to some of the issues faced (Malawi, Mozambique).
- The active role of NDMOs in leading the Logistics Preparedness Working Group has a positive impact on the commitment of stakeholders and encourages a collaborative and participative approach (Malawi, Mozambique).

Review of 2019 activities and lessons learned from Field Officers and Partners

Suggestions from Bangladesh, Iraq, Lao PDR, Madagascar and Malawi included:

- Advocate for a Logistics focal point embedded in the government (Laos).
- Emphasise training capacity and increase the number of technical officers through trainings of trainers with a localized curriculum (Malawi and Madagascar).
- Set-up a training centre with the support of academia and/or the private sector (Madagascar).
- Build a pool of experts through a roster to have a dedicated and qualified emergency preparedness team at the local level (Madagascar, Malawi).
- Define an exit strategy for the Preparedness Project to ensure that activities are embedded in government and partners structures.

Review of the Project Methodologies and Supporting Documents

- **Scoping mission phase:** Local information management capacity of the NDMO and Civil Military context should be taken into account and the timeframe should be extended to a week or maybe two weeks.
- **Preparedness Roadmap for Emergency Logistics (PRElog):** The project design document to communicate to global partners the planned activities in-country should be gradually phased out after the road map is agreed on.
- **Roadmap/Action Plan:** Once the Roadmap is in place, it becomes the reference document for the project in-country and the PreLog should be fixed at this point.

Information Management

The global IM team presented both global and field support services they provide for operations and active project countries:

- **Language:** Local language translations are handled in-country except for French and Spanish that are available at the global level. Documents in local language can be published on the website with a short summary in English when no equivalent document has been translated into English.
- **Communications:** Support for social media content production and blog articles can be provided to field preparedness officers provided they send some content about the activity to highlight (specific event, advocacy, long term activity).
- **IM integration** into project documents during fact finding stage to identify IM gaps in-country at an early stage.
- **Information Sharing Platform:** Support to national actors to setup a local information sharing platform

Rollout Plan 2020-2021

The global level cohort reviewed the existing at-risk indices (Disaster Risk Development Index, INFORM, Local Supplier Quality, Local Supplier Quantity, Logistics Performance Index, Production Process Sophistication Index, World Risk Index, & Climate Risk Index) and recommended a more qualitative approach to prioritise the candidate countries. The evaluation criteria recommended by the participants were:

- Feasibility of implementing the project based on country context
- Buy-in from the government and humanitarian actors on the ground
- The likelihood that a project will be continued by a NDMO
- Country emergency preparedness/coping capacity

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- Presence of a partner who is able to implement a Preparedness Project in countries where WFP is not present
- Occurrence of natural disaster and vulnerability

Impact Sustainability

This session focused on developing a methodology to measure project impact and kicked off with a presentation from HELP Logistics on the studies they are undertaking on Return on Investment. The following questions arose from the discussions:

- How do we evaluate the fulfilment of our mandate?
- What is the difference between Information Sharing Group (ISG) and Working Group?
- How would you develop impact measurements on preparedness activities?
- What are the challenges in measuring impact on preparedness activities?
- What measures the state or degree of preparedness?

From a panel discussion of the attending Heads of Supply Chain it emerged that:

- Trainings are key, provided that a clear exit strategy has been implemented from the early stages.
- Ensure that the government is at the head of an emergency response and the Preparedness Project complements the government's capacity.
- Humanitarian Staging Areas in Nepal and Humanitarian Response Facilities in Pakistan are successful examples of activities that had return on investment as they have been institutionalized and embodied in government policies.

Government Perspectives

Four NDMO representatives were invited to express their perspective and expectations about the project:

- All emphasized the project's sustainability through adopting a proactive mode rather than a responsive mode towards preparedness.
- For most representatives it was the first invitation they received to participate in such a workshop to discuss preparedness activities. They welcomed this initiative and are looking forward to the next steps.
- Common information sharing platform and available, updated and reliable information are critical to maintain internal coordination for most countries.



Group discussions about impact measurement

Private Sector and Academia Engagement

- Indonesia and Philippines had significant experiences and practices to share on functioning private sector engagement for humanitarian logistics (and other sectors).
- Familiar challenges emerged, including how to get the private sector involved, who are they, how to explain benefits of participation, the role of Multi National Enterprises/local organisations, etc.
- Many of the challenges will be time-consuming to overcome may not be completed by the end of the project in 2021.

Partner Engagement

- Global level activities:
 - Re-establish the working group and agree on new terms of reference
 - Contribute to the strategy and project design
 - Information exchange platform development
 - Development of a common preparedness guide
- Field level activities:
 - Implement the Preparedness Project in countries where WFP is not present
 - Project advocacy
 - Support on scoping mission and gap analysis workshops

log:ie (Logistics Information Exchange)

The afternoon session on the Preparedness & Response Platform focused on recent developments, an updated key feature list and steps forward including a live demonstration. The following key points were discussed during the session:

- A new ultra-light viewer based on modern web technology (react.js) was introduced. It will address a key complaint from the field regarding performance and loading times.
- The data collection component was updated with a new application (ArcGIS QuickCapture), which is fully offline-compatible.
- A rebranding has been agreed on and the overall system (comprised of data collection apps, web interface and data engine) will operate as log:ie (short for logistics information exchange).
- Data protection and security features were highlighted, particularly the need for a WFP-led validation procedure.
- A scalable and future-proof cloud-hosting setup was introduced.
- A minimum viable product (MVP) will be ready for an initial set of countries by March (accessible via <https://logcluster.org/>).
- Localisation efforts will be pursued bilaterally by the preparedness team and the implementing countries.

Recommendations & Next steps

- The GLC Preparedness Officer should provide technical guidance in the development of the Logistics Preparedness Roadmap and accompanying Action Plan, however the documents should be led and owned by local actors. Government endorsement is imperative to ensure ownership at the national level, and in order for activities to be implemented on the long-term.
- The IM team will equip Field Preparedness Officers with a report guidance package and other IM related guidelines.
- Revamped country selection criteria focusing more on qualitative aspects will be presented to the working group.
- Good practices on defining and measuring the impact of preparedness activities should be shared with the other project countries and an exchange of experiences facilitated.
- Further support and specific guidelines to be provided by GLC on private sector engagement. Success stories or case studies should be shared on a regular basis with project countries.
- A first draft of the preparedness guide to be shared with partners in early 2020.
- The preliminary release date for log:ie is March 2020.

Evaluation

- 16 participants out of 35 replied to the post-workshop survey, among them 49% attended the field-level sessions.
- 69% estimated that the workshop met its outlined objectives whereas 37% felt there was not enough time spent on each topic, especially on impact sustainability, academia and private sector that were more informative than outcome focused.
- Some participants estimated that OCHA and UNDP representatives should have been invited to the workshop as well as private sector representatives for specific discussions related to partner engagement.
- Over 50% of the participants were very satisfied with the Information Management (IM) session related to the type of support and localised solutions the IM team could provide to field preparedness officers.
- 69% of participants were very satisfied by the review of 2019 activities and the country update presented by Preparedness Officers and Government representatives.

COMMENTS

- *“Easier to say than to do, but this project could really benefit of having more non-WFP actors as implementing partners and this will make it more attractive for the entire NGO community.”*
- *“Build an active platform or community where all countries currently implementing preparedness activities could talk, share and learn from each other on day to day.”*
- *“At the next preparedness workshop, impact measurement in one specific country should be presented, group work should be organised per region for information exchange and relationship building, and case studies should be tailored to context specific preparedness in rolled out countries.”*

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Annex

Annex 1 – Participants List

Name	Organisation	Function
Guillaume Mathieu	ACF	Global Partner
Vilayphong Sisomvang	Government of Lao PDR	Local Partner
Olivier Andriakaja Elack	Government of Madagascar	Local Partner
Herbert Chingati	Government of Malawi	Local Partner
Esselina Muzima	Government of Mozambique	Local Partner
Lea Stegemann	HELP Logistics	Global Partner
Juan Galvez	IFRC	Global Partner
Minchul Sohn	Kühne Logistics University	Global Partner
Sarah Kunzelmann	Malteser International	Global Partner
Mounir Bouazar	UNICEF	Global Partner
Florent Chane	Welthungerhilfe	Global Partner
Humayun Haris	WFP Afghanistan	Head of Supply Chain
Malik Kabir	WFP Bangladesh	Supply Chain Officer
Thomas Stemerding	WFP Bangladesh	Preparedness Expert
Savuth Keo	WFP Cambodia	Supply Chain Officer
Thomas De Bandt	WFP Cambodia	WFP Head of Supply Chain
Hien Adjemian	WFP HQ	Supply Chain Division
Julien Marcheix	WFP HQ	Global Logistics Cluster
Martin Keitsch	WFP HQ	Global Logistics Cluster
Omar Namaoui	WFP HQ	Emergency Telecommunication
Samuel Terefe	WFP HQ	Global Logistics Cluster
Theogene Habumugisha	WFP HQ	Emergency Division
Ikhsanuddin	WFP Indonesia	Emergency Preparedness & Response
Radislav Cicic	WFP Iraq	Preparedness Expert
Viola Grigoryan	WFP Iraq	Head of Supply Chain
Lalongkone Chanhthamaly	WFP Laos	Emergency Preparedness & Response
Patricia Thornhill	WFP Laos	Preparedness Expert
Toulor Xiamai	WFP Laos	Preparedness Officer
Patrick Sautron	WFP Madagascar	Preparedness Expert
Tokiniaina Rasolofomanana	WFP Madagascar	Preparedness Officer
Franck Aynes	WFP Malawi	Head of Supply Chain
Jose Antonio Carino	WFP Malawi	Preparedness Expert
Maud Rivoire	WFP Mozambique	Preparedness Expert
Pir Raza	WFP Pakistan	Logistics Officer
Noel Delos Santos	WFP Philippines	Preparedness Officer
Aaron Holmes	WFP Regional Bureau Bangkok	Global Logistics Cluster
Jeanne De Crepy	WFP Regional Bureau Bangkok	Global Logistics Cluster
Kim Claveau	WFP Regional Bureau Bangkok	Supply Chain Officer
Patrick Millslamptey	WFP South Sudan	Preparedness Expert
Andrew Chimedza	WFP Zimbabwe	Head of Supply Chain

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Workshop

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Monday, 25-Nov	
FIELD LEVEL	08:45 Coffee
	09:00 Welcome & Introductions
	09:15 Purpose of Project & Workshop
	10:30 Break
	10:45 Continued...Best Practices, Common Challenges & Lessons Learned
	12:30 Lunch
	14:00 Review of 2019 Activities - Country update
	15:30 Break
	15:45 Review of 2019 Activities & Lessons Learned from Field officers and partners
	17:30 End Day One

Tuesday, 26-Nov	
08:30 Coffee	
08:45 Recap & Intro	
09:00 Review of Project Methodologies and Supporting Documents	
10:30 Break	
10:45 Information Management	
12:30 Lunch	
13:30 Impact Sustainability	
15:30 Break	
15:45 Measuring Impact of Preparedness/Return on Investment	
17:30 End Day Two	

Wednesday, 27-Nov	
08:30 Coffee	
08:45 Recap & Intro	
09:00 Private Sector & Academia Engagement	
10:30 Break	
10:45 Preparedness Guide	
12:30 Lunch	
13:30 Humanitarian Gateway Platform & other tools	
14:30 Closing	
15:00 End Day Three	

Monday, 25-Nov	
GLOBAL LEVEL	12:30 Lunch
	13:30 Welcome & Introductions
	14:00 Review of 2019 Activities - Country update
	15:30 Break
	15:45 Review of 2019 Activities & Lessons Learned from Field officers and partners
	17:30 End Day One

Tuesday, 26-Nov	
08:30 Coffee	
08:45 Recap & Intro	
09:00 Rollout Plan 2020-2021	
10:30 Break	
10:45 Rollout Plan 2020-2021	
12:30 Lunch	
13:30 Impact Sustainability	
14:30 Government's Perspectives	
15:30 Break	
15:45 Measuring Impact of Preparedness/Return on Investment	
17:30 End Day Two	

Wednesday, 27-Nov	
08:30 Coffee	
08:45 Recap & Intro	
09:00 Partner Engagement	
10:30 Break	
10:45 Preparedness Guide	
12:30 Lunch	
13:30 Humanitarian Gateway Platform & other tools	
14:30 Closing	
15:00 End Day Three	

Field level Sessions

Global level Sessions

Joint Sessions