

BACKGROUND

We are pleased to share the findings of the external review of the Logistics Cluster Strategy 2016-2018, conducted by a third-party service provider. This review was commissioned to help guide the way forward for the Logistics Cluster once the current strategy concludes at the end of 2018. At the Global Meeting in Leysin, Switzerland in November 2017, there was general satisfaction with the current strategy amongst participants and an overall consensus to continue in the same strategic direction. In order to enable informed decision-making on how to move forward, it was agreed that an independent review of the strategy should be commissioned, with a focus on its sustainability in a changing humanitarian context.

INTRODUCING THE REVIEW AND FINDINGS

The review was completed with high levels of feedback and involvement from Logistics Cluster stakeholders and as a result, we now have a strong foundation for the choices and actions we need to take to move forward with our strategy. This is a testimony to how the Logistics Cluster community functions. It is a community of highly dedicated humanitarians striving to enhance preparedness, coordination, and cooperation before, during and after emergencies.

From substantial consultation with key stakeholders in the humanitarian field, a reference group was established to provide comments on the process and findings. Following this a presentation was given and discussion held at the Logistics Cluster Global Meeting in Washington DC in May 2018.

The current strategy was conceived similarly, through the collaboration of 13 humanitarian organisations working together to articulate the vision of the Logistics Cluster. The strength of the Logistics Cluster community and our collective work is something we can remain proud of, and which will help us in this next phase as we work to fortify our strategy.

The review and discussions during the process show that the goals in the current strategy remain valid, but that we have important choices to make to formulate an implementation plan and ensure the accountability of the strategy.

NEXT STEPS

Following the presentation of the review and the discussion about its implications for the strategy at the Global Meeting in Washington in May 2018, a group was established to start developing an implementation plan with related framework prior to the next Global Meeting in Rome in November 2018. The group consists of the Strategic Advisory Group and nine additional partner organisation representatives.

We remain committed to taking on-board the comments and feedback raised through the review process and we stay true to our values of being committed to continuous learning and improving our work.

We look forward to chartering this next exciting step for the Logistics Cluster.

If you have any questions, comments or suggestions regarding this review and the strategy implementation work, please do not hesitate to contact us.



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Global Logistics Cluster

'Mid-term Review of the Global Logistics Cluster Strategy 2016-2018'

FINAL REPORT

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1. INTRODUCTION

This document is the final report for the '*Mid-term review of the Global Logistics Cluster Strategy 2016-2018*'. It contains six sections.

Following this introduction, the second section, the *executive summary*, provides a summary of the report. In order to avoid simplifying issues and ensure understanding to support decision-making, it is recommended readers read the supporting information in the full report.

The third section, the *review purpose and method*, lays out the reason for the review and its objective, details how the review team carried out the research and provides important assumptions and considerations that shaped the approach and methodology.

The fourth section, *review findings*, describes the object of the review; how the GLC strategic plan was created and is being managed. The most important achievements and gaps of the planning process and implementation are then presented.

Section five, *analysis and conclusion*, first explains the likely issues underlying the identified gaps, then provides a judgement on what effect these gaps have had on the success of the plan.

In section six, *recommendation*, a number of options to address the gaps are presented along with their implications, and one of these is proposed as the way forward for developing the next plan.

The report has eight supporting appendices, largely detailing information sources and technical information on the approach and tools.

2. EXECUTIVE SUMMARY

Review purpose

In the wake of an emergency where local capacities have been exceeded, and when requested by the Inter-agency Standing Committee (IASC), a Logistics Cluster (LC) is activated. Led by a government representative where possible, the LC comprises organisations on the ground working together on a voluntary basis to ensure efficient and effective logistics support to the response, by reducing duplication and identifying and filling gaps.

Technical and operational support for the LCs is provided through the Global Logistics Cluster (GLC). This community of humanitarian actors develops resources and shares best practices to support LCs within the framework of the cluster approach. As the IASC designated Cluster Lead Agency (CLA), the World Food Programme (WFP) chairs the GLC and hosts the Global Logistics Cluster Support Team (GLCST) which provides dedicated support at global level and to active operations.

The GLC Strategic Plan 2016-2018 (SP) was adopted in March 2016. It outlines the vision, mission and values of the GLC and designates a set of goals, objectives and activities for the three-year period. In 2017, this mid-term review of the SP was agreed, to be conducted by independent experts. The objective of the review is to measure the relevance, efficiency and effectiveness of the current plan, and make a recommendation on its sustainability with regards to informing the next strategic plan.

Review methodology

A five-step methodology was employed for the review: i) a description of SP development and implementation elaborated from focus groups discussions and a review of reports, records and literature; ii) a comparison of the SP process against a good practice planning framework to identify achievements and gaps; iii) the cross-referencing and prioritisation of gaps using information from key informant interviews; iv) an analysis of the gaps to identify underlying issues against the conditions for planning success; and, v) the generation of conclusions, specification of the main options available to the GLC for generating of the next plan, and a recommendation of which option to select. In order to accommodate largely qualitative information, an inductive technique was applied to generate conclusions.

The review focuses on the SP in terms of its contribution towards improving the performance and increasing the impact of GLC activities. ***It did not assess the performance of the LC or emphasise accountability***, but was conducted as a learning exercise, geared towards decision-making to improve organisational effectiveness. It should be noted that the review team worked under the assumptions that a strategic plan is used to make clear decisions and secure commitments across stakeholders, planning is required to meet objectives, and the GLC has chosen strategic planning as the mechanism to increase its impact.

Review findings

SP development was led by a Working Group (WG) comprised of diverse GLC stakeholders. The group considered their experience with the previous strategy and analysed broad environmental trends in the humanitarian and logistics landscape to which the SP should respond. A transparent and participatory approach with the larger GLC community was used throughout and specifically to identify and finalise the vision, mission and values, goals, and identify corresponding objectives and activities. The strategy was adopted in March 2016 with the expectation that it would be implemented by the GLCST and GLC partners.

The GLCST linked their activities to the Strategy and developed a concept, strategy and work programme for the preparedness goal. Regular funding and staff from the GLCST provided the resources to implement the SP, supplemented by additional funding mobilised by GLCST in 2017.

The GLCST and key stakeholders from the GLC community established and participated in Working Groups (WGs) that address areas of strategy implementation and key themes. Seven WGs are currently open, with varying degrees of activity and formalisation, including a WG tasked to develop Key Performance Indicators to monitor strategy implementation. The GLCST and the GLC Coordinator provided de facto SP leadership until the establishment of a Strategic Advisory Group (SAG) representing GLC partners in 2017.

When assessed against good practice, achievements during the *preparation phase* of strategy development include clear process and resources being agreed and committed, significant efforts undertaken to build interest and ownership among the GLC community, and the elaboration of values which are widely appreciated. Gaps include limited success in identifying and addressing key choices and decisions, specifically as regards the purpose of the SP, its impact and the role of partners.

Achievements in the *analysis phase* of SP design include efforts to identify and take into account the changes taking place in the humanitarian and logistics landscape, the consideration of ongoing strategic activities in SP design and efforts by the GLCST to augment regular funding streams and staff and apply them against strategic activities. Gaps in this phase included limited success in contextualising global issues and trends, and limited articulation of the theory of change in terms of establishing clear links between impact, outcome, outputs, progress and measures. Leadership arrangements were not in place at the outset and human and financial resource requirements not assessed.

Achievements in the *application phase* include the finalisation and adoption of a succinct document accessible to a wide audience, the linking of GLCST activities to strategic goals, the establishment of WGs which contribute to SP implementation and efforts made to review progress and set priorities with the participation of the GLC. Gaps in application include key decisions not being finalised and commitments by active stakeholders to implement the SP not formalised. Other gaps include the wide breadth of the SP and its lack of guidance for implementation. Moreover, GLCST activities are not systematically linked to the SP and mechanisms to measure and manage progress are not in place.

Identified issues

Underlying issues affecting SP impact were identified by analysing gaps against conditions for successful development and implementation of a strategic plan. In the *preparation phase*, the main issue is that the purpose of the plan was not fully agreed; some stakeholders want it to be an aspirational guide for the GLC to be implemented when and if possible, others consider it should be an accountable mechanism to generate greater impact for the GLC mission.

In the *analysis phase*, the main issue identified is that assessing how impact will be realised in the context of a changing operating environment, then defining, committing to and being responsible for an accountable theory of change is a low priority for the main stakeholders in relation to their other activities competing for time and resources.

Finally, in the *application phase*, the SP lacks the information required for the concept to be easily translated into accountable implementation plans, and to be monitored so it can be adapted as required.

Conclusion

Overall, the review finds that, whilst the GLC SP meets a number of the conditions required for it to deliver the vision and measurably increase impact, there are fundamental elements that need to be addressed and defined in order for it to develop levels of sustainability, relevance, effectiveness and efficiency that warrant the significant efforts invested by the stakeholders.

- *Sustainability*: the GLC has to make a decision on the purpose of the SP; is it (i) an aspirational guide that gives general direction or (ii) an accountable mechanism used to systematically manage the activities of the GLC to accountably generate a designed impact. The strategic plan is unlikely to be achievable unless (ii) is agreed and the scope and focus of the plan is adjusted accordingly.
- *Relevance*: The current vision requires further clarification to specify the impact expected to be generated in support of the GLC in achieving more of its mission.
- *Effectiveness*: The broad nature of the vision, combined with the lack of a theory of change describing causal linkages from inputs to outputs and then outcomes and impact, supported with measurable indicators and assumptions, makes it unlikely the vision can be fully achieved with the current goals.
- *Efficiency*: The implementation of SP activities is somewhat inconsistent. In general, activities core to the GLC operational support role receive most attention. Other activities are supported on an ad-hoc basis by active stakeholders depending on their capacities and interests, which may or may not line up with the most pressing requirements for the GLC to achieve its mission.

Recommendation

There are three main options available to the GLC for generating and implementing their next strategic plan; to retain the plan as is with some minor adjustments, to revise the current plan and make some more fundamental adjustments or to replace the strategic plan with a different organisational development tool. The choice of option ultimately lies with the cluster, and the SAG is likely best positioned to make this type of policy decision.

Considering the three options, it is the judgement of the review that **revising the current plan** would be most beneficial for the operations the GLC supports, and therefore the delivery of assistance to people affected by disaster. If the GLC feels this is not possible, the second most effective course of action would be to replace the current plan with a different development and management mechanism. Retaining and making marginal adjustments to the current plan is least likely to result in significant improvement.

3. REVIEW PURPOSE AND METHOD

3.1 Background and objective of the review

In the wake of an emergency where local capacities have been exceeded, and when requested by the Inter-Agency Standing Committee (IASC), a Logistics Cluster (LC) is activated. The LC comprises organisations on the ground working together on a voluntary basis. Its aim is to ensure efficient and effective logistics support to the response, by reducing duplication and identifying and filling gaps. The LC is led by a Government representative(s) where possible, supported by a Cluster Coordinator and specialist staff and tools which provide the coordination and information management needed for the LC to achieve its aim.

Since 2014, between four and five LCs are newly activated each year. Over the same period there have been twelve LCs operating in a single year, on average. The length of a LC activation is currently an average of 4 years¹.

Technical and operational support for the LCs is provided through the Global Logistics Cluster (GLC). The GLC is a community of humanitarian actors who develop resources and share best practices that can be used to support LCs within the framework of the cluster approach. As the IASC designated Cluster Lead Agency (CLA), the GLC is chaired by the World Food Programme (WFP). WFP also hosts the Global Logistics Cluster Support Team (GLCST), led by the Global Logistics Cluster Coordinator (GLCC), which provides dedicated support at global level and in the context of active operations. GLC partner organisations including NGOs, International Organisations, UN organisations, Governments, and donor agencies augment this capacity through Working Group (WG) initiatives.

Three management components guide the work of the GLC: (i) a strategic plan that defines the mission, vision, goals, objectives and activities of the organisation; (ii) twice yearly Global Logistics Meetings (GLM) that act as a general assembly to consider internal and external developments and agree on appropriate reaction; and (iii) a recently established Strategic Advisory Group (SAG), incorporating the GLCC, which provides partner representation to oversee the direction of the GLC and implementation of the strategic plan.

At the GLM in late 2017, a mid-term review of the GLC Strategic Plan 2016-2018 (SP) was agreed to inform the development of the next strategic plan. Accordingly, **the objective of the review is to measure the relevance, efficiency and effectiveness of the current SP and make a recommendation on its sustainability with regards to informing the next SP².**

The review focuses on the SP in terms of its contribution towards improving the performance and increasing the impact of GLC activities. It did not assess its effect on the performance of the LC or emphasise accountability but was conducted as a learning exercise, geared towards decision-making to improve organisational effectiveness.

3.2 Approach and methodology

In the non-profit sector, strategic planning is the most common organisational development activity³. When carried out well, the process serves to establish clear decisions and commitment across stakeholders with regard to an organisation's role, goals and objectives. The resultant plan and its implementation is a critical component for ensuring coordinated, intentional and prioritised activity to meet those objectives. This is particularly useful for loosely structured associations such as that found in the cluster system.

¹ Derived from GLC Annual Reports since 2014 and minutes of meetings of country operations (<https://logcluster.org/countries>)

² Terms of Reference version 3, 26th February 2018

³ 'Strategic Planning for Non-Profit Organisations'; Allison and Kaye, 2015, p. 1.

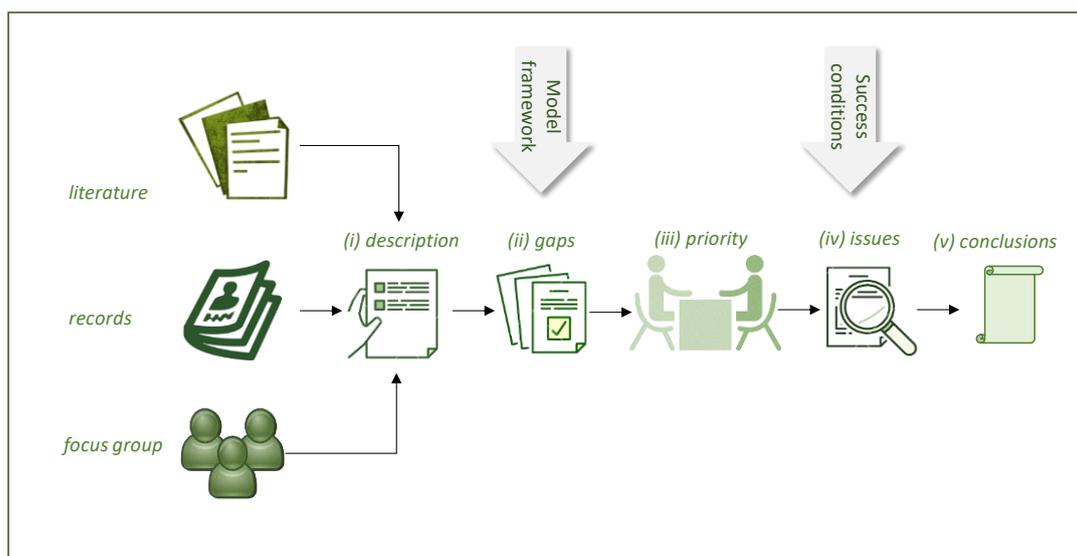
Ideally the motivation for strategic planning centres on increasing impact so the organisation can achieve more of its mission. An increase in impact generally requires either (i) a scale up of the work currently carried out, or (ii) a combination of doing the same work more efficiently and doing the same work but getting better results, or (iii) changing the focus of the work. At its most basic level, the strategic plan is an articulation of the organisation’s mission and goals, as well as the guide for how they will be accomplished. It also specifies what difference achieving the goals and objectives will make – this is in effect the vision.

The approach of the GLC SP review is focused on assessing the extent to which the SP is able and will be able to define and guide the generation of this impact. The assessment is articulated in four research questions:

- **Sustainability:** Have the major factors that will influence the achievement of the plan been identified and addressed?
- **Relevance:** Is the strategic vision relevant for the GLC given its role and the operating context, both now and in the future?
- **Effectiveness:** Is the vision likely to be realised by focusing on the goals in the current strategy?
- **Efficiency:** Which and how much of the cluster activities are focused on the goals in the current strategy?

The 5-step methodology used to answer these research questions is depicted in *Figure 1* and summarised below.

Figure 1. Review Approach



- (i) **Description:** Following remote ‘kick off interviews’ with the review management team, an inception report was produced to frame and guide the review. Data to describe the generation and implementation of the SP was collected in two focus groups, the first representing those who designed the plan and the second with representatives of the implementers⁴. In addition, a literature review of some 48 primary documents and an analysis of 31 key reports and records was completed⁵.
- (ii) **Gap identification:** A good practice planning framework based on tried and tested information from a number of technical sources was adapted to the GLC context and used to organise and compare the GLC SP planning and implementation process and identify achievements and gaps^{6 7}.

⁴ The focus group participant list is attached as Appendix 1.

⁵ A complete list of the documentation reviewed is attached as Appendix 2.

⁶ In particular, ‘Strategic Planning for Non-Profit Organisations, Allison and Kaye, 2015’

⁷ The detailed good practice framework is presented in Appendix 3.

- (iii) Gap prioritisation: The identified planning and implementation gaps were cross-referenced between data sources and prioritised, in terms of those likely to have the most limiting effect on the SP's impact, using information collected during interviews with 32 key informants selected to represent the GLC as a whole⁸.
- (iv) Underlying issues: The review team identified a series of conditions that, if met by a planning and implementation process, are likely to result in achievement of the desired impact⁹. The priority gaps were analysed against the conditions for success to establish the issues instigating the gaps.
- (v) Conclusions: The issues were further analysed and used to generate conclusions in answer to the research questions outlined above, and in turn inform the pros and cons for the main options available to the GLC for the generation of its next SP. A recommended option is suggested.

A team of independent experts carried out the review from March to June 2018. Oversight was provided by a Reference Group (RG), which included SAG members and key stakeholders from the GLC community¹⁰. The RG identified key informants and provided input and feedback for the inception report, the initial findings and analysis – which were also presented at the GLM in Washington DC in May 2018 – and the final report.

3.3 Methodological assumptions and considerations

Three assumptions were made in the approach for the SP review:

- A strategic plan is used to make clear decisions and secure commitment across stakeholders as a means to focus efforts on creating an impact (scale-up, increased efficiency or scope change).
- Strategic planning is required for organising coordinated, intentional and prioritised activities to meet stated objectives.
- Strategic planning and implementation is the mechanism chosen by the GLC to increase its impact.

Further considerations regarding the methodology include:

- The information available to inform the review is largely qualitative.
- It is generally not possible to deduce answers directly from the information available, and so a largely inductive technique was applied to generate conclusions¹¹.
- The scope of the review limits the examination of all available information sources and the disaggregation of findings, in particular as regards stakeholder groups and their degrees of engagement with the strategy. The key informants selected by the RG are considered to be representative of the broader community.

It is also important to reiterate that the review focuses on the SP in terms of its contribution towards improving the performance and increasing the impact of GLC activities and does not assess its effect on the performance of the LCs nor does it emphasise accountability.

⁸ A list of informants is provided in Appendix 4.

⁹ A list of the conditions for success is provided in Appendix 5.

¹⁰ The Reference Group participant list is attached as Appendix 6.

¹¹ A summary explanation can be found here <https://www.livescience.com/21569-deduction-vs-induction.html>

4. REVIEW FINDINGS

4.1 Description of how the strategic plan was developed and is being implemented

This section provides a summary description of the GLC SP planning and implementation process. It is organised around the three main phases identified in the good practice framework: (i) preparation, (ii) analysis, and (iii) application.



At the Lyon GLM in May 2015, participants agreed to develop a strategy beyond 2015, the timeline for its design, and the establishment of a Strategy WG to guide the process and form recommendations. Participation in the Strategy WG was voluntary and sixteen organisations contributed¹². Meeting participants agreed that the strategy should reflect the work being done in humanitarian logistics in preparation for the May 2016 World Humanitarian Summit (WHS).

The GLC Coordinator acted as Chair and the GLCST as Secretariat for the development of the SP. A survey of GLC stakeholders was completed in June 2015 to validate the proposed approach. An external consultant was hired to facilitate and support strategy development. Remote interviews with selected Strategy WG members were conducted in October 2015 with the aim of framing WG sessions.

The preparation phase of strategic planning generally includes the definition of the role of the organisation, specified in the mission, vision and values statements. In this case, given a perceived lack of IASC guidance on LC responsibilities, the premise that the role should reflect the broader operating context, and the extensive efforts to engage stakeholders, the elaboration of the mission, vision and values was initiated in the preparation phase but finalised by consensus in the analysis phase described below. Efforts to engage stakeholders in the SP are highlighted in the box below.

The 2016-2018 Strategy process placed increased focus on **stakeholder engagement**. The resultant approach called for leveraging the capacities of GLC partners with a view to optimise response at country level and true involvement and ownership by partner organisations.

Efforts to facilitate participation, align efforts, and promote ownership and buy-in of the strategy included:

- Transparent process as regards strategy development;
- Strategy WG members represented 13 diverse organisations;
- The GLC community provided inputs to SP design;
- Partners were encouraged to engage with the SP and link their organisations' activities;
- Voluntary participation by partners in the GLC WGs;
- Representative GLC SAG established;
- Updates on strategy implementation presented at GLMs.

¹² A list of Strategy WG participants is attached as Appendix 7.



The Strategy WG met in Rome in October 2015. A review of the 2013-2015 strategic plan and an analysis of the current and future operating context, described in the box below, highlighted preparedness as a theme of developing importance. Accordingly, it was added to the existing strategic themes that were adjusted to create the four strategic goals for the 2016-2018 GLC SP (Prepare, Network, Operate and Learn). The GLCST carried out a one-day workshop following this meeting to discuss the strategic goals.

In an effort to develop a strategy suited to the **operating environment** and maintain relevance in the current and future climate, the Strategy WG reviewed potential emergency scenarios for humanitarian response in 2020 during the October 2015 meeting in Rome.

Participants also took into consideration the perceived challenges and opportunities as discussed in WHS papers and GLM sessions, and developments in other international fora, in particular the Sustainable Development Goals process as it relates to logistics.

The main trends identified by the GLC included:

- Increase in humanitarian caseload without corresponding increase in funding;
- Complex, protracted emergencies representing the bulk of humanitarian requirements;
- Growth of cash-based programming;
- Evidence of positive return on investments of preparedness efforts driving humanitarian and development budgets towards prevention and localisation.

The November 2015 GLM in Budapest focused on the development of the strategy. The Strategy WG held teleconferences in the lead-up and a draft strategy was shared at the meeting which included a new mission, as well as the addition of a vision statement and values, four goals, and objectives for each goal. During the GLM, activities per objective were voted for by participants in plenary.

GLM participants agreed to refine the scoping of goals based on discussions and to develop indicators. The Strategy WG met again in Bonn in January 2016, revised the SP, finalised the vision, mission and values, and shared the final draft with GLC partners.

According to good practice, at the end of the analysis phase, the main environmental forces should be identified, the theory of change designed, the business model should be sustainable, capacity available, and leadership in place. In the case of the GLC strategy, financial and human resource requirements, as well as leadership arrangements were addressed after the strategy was finalised.

The GLC SP was completed and endorsed by GLC partners in March 2016. Shortly thereafter, the GLCST met for a retreat and an initial draft of a strategy-focused task list was developed, intended for implementation by the GLCST and active GLC stakeholders¹³. There is anecdotal evidence that some partners followed up with efforts to integrate GLC activities in their respective organisations' work plans.

¹³ Active stakeholders refer to organisations that take responsibility and commit resources to the implementation of the GLC strategy.



GLCST elaborated a concept and strategy for guiding and implementing the preparedness goal of the Strategy. It was reviewed by participants of the GLM meeting in London in June 2016 and voted as a priority for implementation by the attendees. The preparedness strategy and work programme were further refined over the course of 2016 and 2017.

A WG was established in 2017 to set indicators to monitor and measure the success of the strategy. Draft Key Performance Indicators (KPIs) for the strategic goals and for operations were shared and discussed at the GLM in Leysin in November 2017. In the absence of a monitoring mechanism, the GLCST provides updates on strategy implementation in the GLMs.

As regards human and financial resources, GLCST regular funding and staff provided by WFP (Program Support and Administrative (PSA) budget and Special Operations(SO)) support SP implementation alongside country-level operational support. One staff member is seconded to the GLCST by an NGO. A request for financial support for preparedness activities and training was elaborated by the GLCST in 2017. As a result of efforts by the GLCC, funds were mobilised from USAID/OFDA, the Norwegian Emergency Preparedness System (NOREPS), and DFID for preparedness activities. Germany and Finland/EU support training activities.

During GLM meetings in Brussels in November 2016 and in Bonn and Leysin in 2017, the GLCST discussed developing a resource plan based on activities and needs and a global level GLC funding strategy to solicit additional financial resources. The GLC agreed in early 2018 to hire skilled support for advocacy and fundraising.

Other partners contributed resources at global level through their participation in WGs, listed in the box below. At the GLM in November 2016 in Brussels, the GLCST highlighted the need for partners to be actively involved in leveraging strategy implementation efforts, especially on the ground in the six priority countries selected within the preparedness goal.

Working Groups were established to drive strategy development and implementation. WG members include interested GLC partners; a member of the GLC Support Team is generally in each WG but does not necessarily lead the group.

GLC Working groups reflect varying degrees of activity and formalisation. There are currently 7 open WGs, some of which relate to strategy implementation, and others to key thematic areas. These include:

- Cash
- Key Performance Indicators (KPIs)
- Lessons Learned
- Preparedness
- Sphere (Handbook)
- Service Provision
- Training/roster

Terms of Reference have been elaborated for the Cash, Lessons Learned, Preparedness, and Training/roster WGs.

The GLCST provided de facto leadership until the establishment of the SAG in 2017. As per the SAG Terms of Reference, partners agreed on the creation of a SAG as a result of growing interest and participation in the GLC, an increase in LC operations, the prerequisite of shared ownership and the need for a decisive, but transparent and representative governance structure for the GLC¹⁴.

4.2 Strategic plan achievements and gaps

As described in the methodology, the GLC strategic planning and implementation process outlined in the previous section was appraised against the good practice framework described in Section 2. The most noteworthy achievements and gaps identified in the data collected are summarised in the tables below.

Element	Process step	Achievements	Gaps
Preparation	Set-up	<ul style="list-style-type: none"> Process and resources for planning were agreed and committed 	<ul style="list-style-type: none"> Limited success in identifying and addressing key choices and decisions Some of the sensitive issues which affect strategy implementation were not adequately identified or addressed at the outset
	Stakeholder engagement	<ul style="list-style-type: none"> Significant efforts made to build interest among the wider cluster community 	<ul style="list-style-type: none"> Analysis to differentiate the GLC community was not formalised; as a result, the priorities and views of active stakeholders on key decisions were not clearly identified
	Role and outcome	<ul style="list-style-type: none"> Vision and mission statement created with participation of stakeholders Values defined by widely accepted consensus 	<ul style="list-style-type: none"> The stated mission splits opinion on how well it represents the role and mandate The stated vision is generally considered to lack clarity and focus

Key choices and decisions in the preparation phase are identified as:

- Is the strategy an aspirational document or an accountable guide for implementation?
- What impact is the plan trying to make?
- How will the partners contribute towards implementation?

Element	Process step	Achievements	Gaps
Analysis	Understand the environment	<ul style="list-style-type: none"> Broad view of changes taking place in the humanitarian sphere and general logistics was developed 	<ul style="list-style-type: none"> Political, Economic, Social and Technological (PEST) analysis with a logistics focus was limited Deeper analysis of broad trends to contextualise issues most pertinent to the GLC's mission was limited
	Theory of change (ToC)	<ul style="list-style-type: none"> Ongoing strategic activities from the previous plan were considered 	<ul style="list-style-type: none"> ToC defining the impact, outcome, outputs, progress targets and measures not clearly articulated The activity framework needs more articulation and should be more closely linked to the objective outputs The activity mix is not clearly linked to a prioritised activity framework

¹⁴ Strategic Advisory Group Terms of Reference, 2017, p. 1-2.

Element	Process step	Achievements	Gaps
Analysis (continued)	Business model	<ul style="list-style-type: none"> Expected annual revenues from regular funding streams were estimated Request for financial support elaborated in 2017 and partial funding secured 	<ul style="list-style-type: none"> Financial resources required to implement goals and activities were not fully assessed Funding for a large number of strategic activities depends on unreliable funding streams
	Organisation capacity	<ul style="list-style-type: none"> GLCST core staff were allocated to strategy implementation 	<ul style="list-style-type: none"> Human resources requirements to implement the strategy were not fully assessed Infrastructure and assets requirements were not fully assessed Plan for engaging GLC partner resources was not developed at the outset
	Leadership arrangements	<ul style="list-style-type: none"> SAG established in 2017 to strengthen leadership and strategy implementation 	<ul style="list-style-type: none"> The leadership arrangements and capacity are unclear Working relationships and responsibilities lack clear definition

A theory of change within the context of a strategic plan describes how identified activities contribute to forming the output of the objectives, how these in turn combine to produce the outcomes of the goals and how all outcomes together create the impact to make change described in the vision.

The theory of change should be iterated with the funding and resources, adjusting the scope to match the likely resources. The accountability for implementing and adjusting the SP should be determined in relation to the theory of change.

Element	Process step	Achievements	Gaps
Application	Complete the plan	<ul style="list-style-type: none"> The strategy was completed, contains the key elements, and reads easily for a wide audience 	<ul style="list-style-type: none"> A number of key decisions were not finalised Alignment of active stakeholders was not formalised in terms of commitments towards strategy implementation Strategy is very broad and lacking content and guidance with regards to implementation
	Implement the plan	<ul style="list-style-type: none"> The GLCST task list links to the strategic goal WGs are organised around strategic goals Attempts were made to review progress and reset priorities in the GLMs 	<ul style="list-style-type: none"> Tasks carried out by the GLCST and WGs are not systematically linked to the strategic activities Efforts to measure activity progress, resource allocation and expenditure are not systematic The supporting management mechanism required to measure and manage progress is not in place

The strategic plan should contain enough information to both articulate the overall vision and translate that into implementable and prioritised activities – linked to the work plans of the responsible partners. Repeated attempts were made to provide this guidance in the GLMs with minimal translation to GLCST and WG work plans.

5. ANALYSIS AND CONCLUSION

5.1 Key issues for the strategic plan and its implementation

The gaps noted in the findings were analysed against the conditions for successful strategic planning in order to identify the underlying issues that are likely hindering the SP's success¹⁵. These are presented by phase below, along with an indication of the areas of the review they influence.

Phase	Issue	Area of Influence
Preparation	The purpose of the plan is not fully agreed: some stakeholders consider it to be an aspirational guide for the GLC that should be implemented when and if possible, others consider it is an accountable mechanism to generate greater impact.	Sustainability and relevance

The gaps in SP design and implementation - clarity on the impact it is trying to achieve, focused vision and mission statements, and the ability of partners to identify with the plan and commit to implementation - relate to the finding that the purpose of the plan has not been agreed. This can be attributed in part to the consensus-based approach used to design the plan; while generating a greater feeling of community across the network, it hampered the prioritisation of initiatives and decision-making.

The SP attempts to straddle the ambitions of all stakeholders, achieving impact by simultaneously focusing on increasing volume of delivery, efficiency and scope. This is generally unachievable in any organisation and made more difficult in this case given the structure of the GLC and the constrained resources.

Phase	Issue	Area of Influence
Analysis	The generation of impact in the context of a changing operating environment, incorporating definition and responsibility for an accountable theory of change is a relatively low priority for most stakeholders.	Effectiveness

The extensive scope of the SP is a challenge for defining how the impact will be achieved in the analysis phase and managing progress and delivery in the application phase. This is exacerbated by attempts to react in full to broad humanitarian trends and initiatives rather than contextualising the effect on the mission of the GLC, and, on that basis, determining how it should react.

The extensive scope and broad environmental factors are addressed by establishing wide ranging goals, which require numerous or under-defined objectives. Consequently, a long list of activities was required to address the objectives.

In these circumstances, it is very difficult to generate a causal theory of change. The calculation of the finances and resources required is also challenging. Convincing stakeholders to take responsibility for an undefined plan is problematic and justifies the allocation of resources and effort on an ad-hoc basis. Accountability levels for the SP as a whole are low due in part to the lack of guidance and compliance around prioritised activities.

¹⁵ A list of the conditions for success is provided in Appendix 5.

Phase	Issue	Area of Influence
Application	The SP lacks the information required for the concept to be translated into accountable implementation plans, and to be monitored so it can be adapted as required.	Efficiency

There is a general confusion around the implementation of the SP, specifically who is responsible for specific activities and who is accountable for the overall delivery. The lack of agreement and guidance constrains a systematic and prioritised approach to implementation.

Direct and tangible links from active stakeholder work plans to the GLC strategic plan activities are minimal. When there is a connection, it is generally an association of work being undertaken with an activity included in the strategy rather than a systematic approach. As a result, the development and use of coordinated management and progress measurements is not possible.

5.2 Assessment of how well the strategic plan is working

A measure of how well the SP is working in the judgement of the review team, given the available information and based on the data collected and analysed, is provided by addressing the research questions.

Sustainability: *Have the major factors that will influence the achievement of the plan been identified and addressed?* The GLC has to make a decision on the purpose of the SP; is it (i) an aspirational guide that gives general direction or (ii) an accountable mechanism used to systematically manage GLC activities to accountably generate a designed impact. A strategic plan is unlikely to be achievable unless (ii) is agreed and the scope and focus of the plan is adjusted accordingly.

Relevance: *Is the strategic vision relevant for the GLC given its role and the operating context, both now and in the future?* The current vision does not have enough clarity to specify the impact expected to be generated in support of the GLC in achieving more of its mission.

Effectiveness: *Is the vision likely be realised by focusing on the goals in the current strategy?* The broad nature of the vision, combined with the lack of a theory of change describing causal linkages from inputs to outputs and then outcomes and impact, without measurable indicators and assumptions, makes it unlikely the vision can be fully achieved with the current goals.

Efficiency: *Which and how much of the cluster activities are focused on the goals in the current strategy?* The implementation of SP activities is inconsistent. In general, activities core to the GLC operational support role receive most attention. Other activities are supported on an ad-hoc basis by active stakeholders depending on their capacities and interests, which may or may not align with the most pressing requirements for the GLC to achieve its mission.

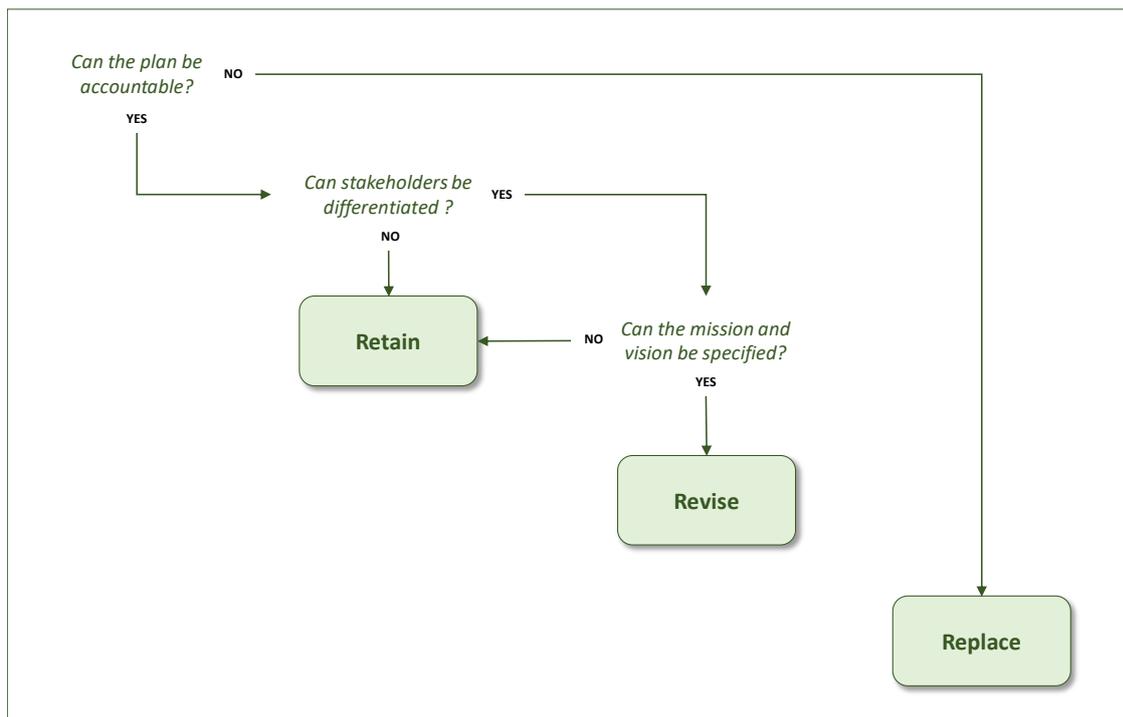
Overall this review finds that, whilst the GLC SP meets a number of the conditions required to deliver the vision and measurably increase impact, there are fundamental elements that need to be addressed and defined in order to develop levels of sustainability, relevance, effectiveness and efficiency that warrant the significant efforts invested by the stakeholders.

6. RECOMMENDATION

6.1 Options for the next strategic planning and implementation process

There are three main options available to the GLC for generating and implementing the next strategic plan; to retain the plan as is with some minor adjustments, to revise the current plan and make some more fundamental adjustments or to replace the strategic plan with a different organisational development tool. The choice of option ultimately lies with the cluster, and it is understood there are mechanisms in place to make this type of policy decisions, specifically the SAG. It is suggested that the GLC uses the decision tree shown in *Figure 2* to decide which option is most suitable. The merits and implications for each are summarised thereafter.

Figure 2. Future plan decision tree



Option 1: Retain the current plan

- *Conditions for selecting this option*

Here the current plan is retained and some adjustments are made to develop some level of accountability. This option would be selected when the GLC recognises the need for the plan to be accountable in order to generate impact but is not convinced that active stakeholders can or should be differentiated to secure real commitment. Alternatively, it could be that whilst there is a possibility to differentiate stakeholders, it is not agreed that a tighter focus should be brought to bear on the mission and vision of the GLC.

- *Implications for selecting this option*

This option would likely be the easiest to implement going forward but is unlikely to generate any significant improvement in the current situation. The planning process will require another round of extensive discussions in an attempt to further define the mission, vision and goals across the broad spectrum of the GLC community or generate a mechanism for differentiating stakeholders. If the mission and vision can be adjusted but stakeholders cannot be differentiated, the plan will be more realistic but without commitment to implementation. The corollary is that even with secured commitment and resources, the plan is unimplementable if the mission and vision remain too broad.

Option 2: Revise the current plan

- *Conditions for selecting this option*

This option sees the current plan being used as basis for the future plan but allowing significant changes due to an agreement that the plan must be accountable, the mission and vision should be more focused, and active stakeholders engaged to provide consistent and reliable resourcing.

- *Implications for selecting this option*

This is probably the most challenging option as it requires the greatest degree of mindset and structural change but is most likely to result in the GLC increasing its impact. It requires the good practice planning process to be followed, the fundamental questions around purpose and impact to be addressed, and the active stakeholders to be ready to fully commit for the greater good, sometimes impinging on their own organisations' priorities.

Option 3: Replace the current plan

- *Conditions for selecting this option*

In the event it is decided that the GLC cannot have an accountable strategic plan, then the plan should be replaced with a different tool for organisational development and management of the GLC. This could take the form of a general guidance document that outlines a framework of GLC activities with a hierarchy ranging from functions that must be fulfilled, to areas of work that should be taken on depending on funding and resource availability.

- *Implications for choosing this option*

This option should be chosen when the GLC has decided that it has developed as an organisation as far as it can in its current construct. Whilst it will not result in increased impact in terms of services or coverage, it is likely to make the GLC more efficient by reducing the need to focus on non-value adding strategy discussions and initiatives. In addition, it will be more reliable, by openly stating up-front those activities it will prioritise and deliver and those which may be delivered depending on the situation.

Considering the three options, it is the judgement of this review that revising the current plan would be most beneficial for the operations the GLC supports and therefore the delivery of assistance to people affected by disaster. If the GLC feels this is not possible, the second most effective course of action would be to replace the current plan with a different development and management mechanism. Retaining and making marginal adjustments to the current plan is least likely to result in significant improvement.

6.2 Recommendations for the next strategic planning process

The review team recommends that the GLC carries out a stakeholder analysis, identifies the partners most critical to delivery of the next SP and then canvasses these to agree and commit to an option. Given the conditions for the revision option can be met, this review recommends that the GLC creates its next strategic plan based on a revised version of the 2016-2018 plan.

The revision process should follow the planning and implementation process and develop outputs as defined in a good practice framework such as the one referenced in this document. The key points on which to focus to ensure conditions for success are met in each step are noted as a proxy checklist in following table.

Phase	Process step	Key focus points
Preparation	Set-up	Agreement that the plan should be used to create impact, what that impact should be, and that it must be accountable.
	Stakeholder engagement	Identification of key stakeholders who will facilitate implementation, and that approach and impact are aligned with their own motivations.
	Role and outcome	Development of a clear and specific mission statement and a distinct vision of what will be achieved at the end of the plan.
Analysis	Understand the environment	Contextualisation of key environmental factors and trends to which the GLC strategy will respond ¹⁶ .
	Theory of change	Articulate how the vision will be achieved and measured as a programme plan, with prioritisation and scheduling guidelines. Iterate with the impact.
	Business model	Develop a comprehensive and realistic calculation of what the plan will cost to implement and how it will be funded, iterated with the ToC.
	Organisation capacity	Develop a comprehensive and realistic calculation of resources required and how these will be sourced and secured, iterated with the ToC.
	Leadership arrangements	Define the leadership and accountability mechanism and measurement structure and process.
Application	Complete the plan	Provide greater guidance for implementation of activities, along with the adjusted strategy.
	Implement the plan	As part of the leadership arrangement, allocate tasks to active stakeholders and develop a measurement mechanism for progress management.

¹⁶ An example of contextualisation is provided in Appendix 8.

APPENDIX 1: Focus group participant list

Name	Title	Organisation
Focus Group 1 – Strategy design		
Stephen Cahill	GLC Coordinator	GLCST
Mike Goodhand	Head of Logistics	BRC
Mary Jelliti	Logistics and Procurement Manager	Goal
Theo Lingens	Head of International Operations	THW
Fabrice Perrot	Head of Logistics	Solidarités
Cesar Arroyo	Deputy Director Supply Chain Division	WFP
Focus Group 2 – Strategy implementation		
Louis Boshoff	Head of Operations	GLCST
Dorte Friis	Private Partnership, Fundraising and Lessons Learned Officer	GLCST
Maxence Giraud	Head of Logistics	Humanity Inclusion
Andre Herman	Capacity Development Officer	GLCST
Martin Keitsch	Preparedness Officer	GLCST
Sarah Olsen	Head of Information Management	GLCST
Bruno Vandemeulebroecke	Deputy Coordinator	GLCST
Rebecca Lewin	Head of Logistics and Procurement	Plan
Fiona Lithgow	LC Coordinator South Sudan	LC

Greyed names are those stakeholders who were invited but were unavailable in the timeframe of the meetings.

APPENDIX 2: Literature and records review list

Ser	Primary information
1	GLC Strategy 2016-2018
2	GLC Annual Report 2015
3	GLC Annual Report 2016
4	GLC Annual Report 2017
5	Global Logistics Meeting Notes for the Record (Lyon May 2015)
6	GLC Global Logistics Meeting Notes for the Record (Budapest Nov 2015)
7	GLC Global Logistics Meeting Notes for the Record (London Jun 2016)
8	GLC Global Logistics Meeting Notes for the Record (Brussels Nov 2016)
9	GLC Global Logistics Meeting Notes for the Record (Bonn May 2017)
10	GLC Global Logistics Meeting Notes for the Record (Leysin Nov 2017)
11	Yemen Lessons Learned Report (GLC 2017)
12	Ethiopia Lessons Learned Report (GLC 2017)
13	DRC Lessons Learned Report (GLC 2016)
14	Iraq Lessons Learned Report (GLC 2016)
15	Syria Lessons Learned Report (GLC 2016)
16	Joint Evaluation of the Global Logistics Cluster (2012)
17	GLC Strategy 2013-2015
18	Cluster Implementation Guidance Note (IASC 2006)
19	Reference Module for Cluster Coordination at Country Level (IASC 2015)
20	Emergency Response Preparedness (ERP) Guidance Module (IASC 2015)
21	GLC Strategic Advisory Group ToRs (2017)
22	Strategy Working Group - Framing interview outline (Draft 15Oct2015)
23	GLC Strategy Working Group - Teleconference minutes (06Nov2015)
24	GLC Strategy Working Group - Teleconference Presentation Sep2015 (undated)
25	GLC Strategy Working Group - Bonn Meeting Agenda Jan 2016 (undated draft)
26	GLC Support Cell Workshop agenda and invitation (Draft Oct 2015)
27	Preparedness Strategy update (Dec 2016)
28	Concise Strategy Q&A (Oct 2016)
29	Preparedness Strategy 2016-2018 Strategy Note (undated)
30	Global log frame (Apr 2017)
31	Logistics Cluster Preparedness -PPT (22Mar2018)
32	Preparedness activity mapping (undated)
33	Preparedness Platform Project Flow (18Mar2017)
34	Lessons Learned WG ToR (Nov 2017)
35	Cash WG ToR (Draft 2017)
36	Preparedness WG ToR (2016)
37	Logs Cluster KPI meeting minutes Oct 2017 draft
38	GLC budget 2017
39	Budget Plan 2017

Ser	Primary information
40	Budget Plan 2018
41	Budget Plan 2018 LC
42	Preparedness Investment streams (annex_1_project_investment_streams.pdf) (undated)
43	Fundraising draft strategy - Logistics Cluster (09Nov2017)
44	Logistics Cluster - Funding Strategy Paper v5 (Draft)
45	Donors Summary (07Dec2017)
46	Main Donors 2011-2017 (16Nov2017)
47	NOREPS grant letter (22Dec2017) (17-12-22 NOK 1,000,000 Tilbud om NOREPS Logistic Cluster SA.PDF)
48	Logistics Cluster_Workplan_2016_v1 - 'Retreat workplan' (2016)
49	WFP_OSCC_2017 Workplan_170626_Draft
50	WBS Preparedness (28Mar18)
51	WBS Platform (28Mar18)
52	Gantt Preparedness (28Mar18)
53	Gantt Platform (28Mar18)
54	Preparedness Actions (undated) (logistics_cluster_mpas_and_apas_iasc_prep_framework_v7)
55	LC Training Concept (LogCluster_trainingconcept_Final)
56	Training Catalogue Outline (2017)
57	Logistics Cluster Trainings Statistics (12Jan2018)
58	Return on Investments for Preparedness Study (UNICEF, WFP, Boston Consulting Group 2015)
59	"Delivering in a Moving World... " (GLC 2016)
60	"Emergency Supply Chains: What Price is Right?" (G. Fenton, A. Holmes et al, DRAFT Nov 2015)
61	World Humanitarian Data and Trends 2017 (OCHA Dec 2017)
62	Global Humanitarian Assistance Report 2017 (Development Initiatives 2017)
63	Global Humanitarian Overview 2018 (OCHA Nov 2017)
64	State of the Humanitarian System (ALNAP 2015)
65	Global Risks Report 2018 (World Economic Forum 2018)
66	Report of the UNSG on progress towards the Sustainable Development Goals (unedited- May 2018)
67	"Emergency aid Funding fell in 2017... " (B. Parker, IRIN, 15 May 2018)
68	"Core Humanitarian Contextual Analysis" (Avenir Analytics Draft April 2017)
69	"Global Overview of Coordination Arrangements in 2016" (OCHA 2016)
70	"Strengthening Coordination to Achieve Shared Outcomes" (Draft 2016)
71	IASC Principals' meetings records (2016-April 2018)
72	IASC Working Group meeting records (2016-April 2018)
73	"No time to retreat - Report on Progress since WHS" (December 2017)
74	Independent Grand Bargain Report (GPPI June 2017)
75	"New Way of Working" (OCHA 2017)
76	"Collective Outcomes: Operationalizing the New Way of Working" (OCHA April 2018)
77	IASC Strategic Note on Cash Transfers in Humanitarian Contexts (IASC, WB 2016)
78	Cash Coordination in Humanitarian Contexts (GPPI 2017)
79	State of the World's Cash Report (CaLP March 2018)

Ser	Secondary information
1	GLC Draft Strategy 2016-2018 (2015 Budapest)
2	GLC Evaluation Management Response (WFP 2012)
3	Logistics Cluster and Humanitarian Reform (GLC Support Cell 2010)
4	Logistics Cluster Concept and Guidelines Working Document (Endorsed by GLC 2017)
5	Comparative cluster mission statements (GLC working document)
6	WFP Leadership in IASC Clusters (WFP Executive Director Circular 2013)
7	IASC core functions and how they relate to the Logistics Cluster (GLC working document 2014)
8	GLC SAG Teleconference Meeting Minutes 170713
9	GLC SAG Teleconference Meeting Minutes 170912
10	GLC SAG Teleconference Meeting Minutes 170927
11	GLC SAG Teleconference Meeting Minutes 171025
12	GLC SAG Teleconference Meeting Minutes 171116
13	GLC SAG Teleconference Meeting Minutes 171128
14	GLC SAG Teleconference Meeting Minutes 171130
15	GLC SAG Teleconference Meeting Minutes 180208
16	GLC SAG Teleconference Meeting Minutes 180328
17	Interview Notes Bruno Vandemeuldebroecke (Oct 2015)
18	Interview Notes UNHCR (Oct 2015)
19	Interview Notes Lionel Lajous (Oct 2015)
20	Interview Notes Paul Jansen (Oct 2015)
21	Interview Notes Mohamed Chahtane (Oct 2015)
22	Interview Notes Alfonso Lozano-Basanta (Oct 2015)
23	Interview Notes George Fenton (Oct 2015)
24	Interview Notes Rebecca Vince (Oct 2015)
25	GLC Strategy Working Group Meeting notes (INCOMPLETE Rome Sep 2015?)
26	GLC Strategy Working Group Meeting notes (INCOMPLETE Dec 2015)
27	LET Annual Report 2016
28	LET Annual Report 2017
29	Lessons Learned WG meeting minutes 180318
30	Lessons Learned WG meeting minutes 180123
31	Preparedness WG teleconference 161123
32	Preparedness WG teleconference 1607XX
33	Preparedness WG teleconference 171204
34	Service Provision WG meeting 180316
35	Putting resilience at the heart of development: Investing in Prevention and Resilient Recovery (UNDP 2012)
36	The Future of Aid: INGOs in 2030 (IARAN 2017)
37	The Future of Humanitarian Logistics - Effectiveness & Innovation Policy Paper (Humanitarian Logistics Community 2015)
38	Future Humanitarian Financing: Looking Beyond the Crisis (FAO, CAFOD, WV for IASC 2015)
39	"SDGs and the log cluster" Working Document shared 2018
40	Sendai Framework for Disaster Risk Reduction 2015-2030 (UNISDR 2015)

Ser	Secondary information
41	WFP 2017 Self-Report on WHS Commitments
42	Outcome of the WHS A/71/353 (SG report Aug 2016)
43	WHS Commitments to Action (Sep 2016)
44	Too important to fail - addressing the humanitarian financing gap (HLP on Humanitarian Financing to UNSG Jan 2016)
45	After the WHS: Better Humanitarian-Development Cooperation for Sustainable Results on the Ground (CIC 2016)
46	Global Partnership for Preparedness - https://www.agendaforhumanity.org/initiatives/3840
47	Global Alliance for Humanitarian Innovation - http://www.elrha.org/
48	Global Prioritisation Exercise for Research and Innovation in the Humanitarian System - Phase 1 mapping (Elrha 2017)
49	Connecting Business Initiative - https://www.connectingbusiness.org/home
50	The Business Case: A study of Private sector engagement in humanitarian action (OCHA Nov 2017)
51	2030 Agenda for Sustainable Development (UNGA 2015)

APPENDIX 3: Strategic planning good practice framework

Element	Process steps	Components	Considerations	Output
Preparation	Set-up	Specific issues and choices have been identified	Identify outcomes - reasons for planning and key decisions and choices to be addressed	Confirm timing is correct and the design of the strategic planning process
		Process and resources for planning are agreed	Conditions for success - commitment and willingness / ability to address hard questions	
		Information has been determined	Plan for data collection (internal and external) and organisational profile (role and as is)	
	Engage stakeholders	Opinion and information	Identify key stakeholders and get information on key decisions identified through participation, not consensus	Platform to make decisions with shared understanding and commitments
		Build interest	Identify wider cluster audience get information to test if key decisions to be made are correct	
	Role of the organisation	Mission agreed (statement of purpose)	Purpose is clear - focuses on the problem and purpose of the organisation; what it will achieve	Draft statements for each and a common understanding of what the statements are and what their content means
		Vision agreed (vivid image of the future state to be created)	Vision of how the organisation will work in the future to achieve its mission is articulated	
		Values agreed (guiding concepts beliefs and principles)	Alignment of values across stakeholders	
	Analysis	Understand the environment	PEST Analysis	Focuses on a few critical issues boiled down from an environmental scan
Broad view of changes taking place			Understanding of the effect of these issues on the organisation's mission	
Most relevant to organisation			Use of scenario planning to understand the most likely future alternative - requirements vs operating viability	
Theory of change		What is the ToC	Understand what is needed to increase impact and why the organisation should do it	Review of mission, vision and values and questions realised at outset - planning process issues and outcomes to develop a statement that articulates how the mission will be achieved
		What is the programme strategy	Evaluation of current programme portfolio and its effectiveness	
		what is the programme mix	Establish what the organisation should do in the future in its programme portfolio to increase its impact and develop plans	
Business model		What are the historical and current financial trends and health	Summarise expected revenues and expenses for the strategic plan	Articulates how the strategic plan will be supported financially
		What is the cost of each programme	Compare with historical revenues and expenses and assess likely changes in the future	
		What are the fundraising options	Financial projection and iterate with theory of change to identify viable programme mix produced	
Organisation capacity		What are the staffing systems and structures that will support the programmes	Processes and systems, management structures and infrastructure required for programmes articulated	Outline of the assets and resources that will be needed to implement the strategic plan
		What are the facilities, financial, technical, communications and marketing support	Identify who has capacity to meet requirements and provide the resources	
		What needs to be considered around the culture of the organisations	Capacity iterated with ToC and business model to develop feasible approach	
Leadership		Who are the leadership team and how effective are they	Identify the leadership capacities in the organisation for mobilising others to take action	The leadership and management structure that will be used to implement and monitor the implementation of the strategic plan
		What are the working relations and responsibilities	Define management capacity and mechanism needed for accountable implementation and coordination of programmes	
		How do these need to be strengthened to assure drive and success	Analyse current capacities and mechanisms and identify areas that need to be strengthened	

APPENDIX 3: Strategic planning good process framework (*continued*)

<i>Element</i>	<i>Process steps</i>	<i>Components</i>	<i>Considerations</i>	<i>Output</i>
Implementation	Complete the strategic plan	Finalise decisions	All important questions are answered and the plan is clear and compelling	Planning committee have agreed top environmental forces, the ToC will result in required impact, the business model is sustainable, capacity is available and leadership is in place.
		Ensure alignment of stakeholders	There is sufficient buy-in by stakeholders	
		Write the plan	Create an internal (guidance) and external (marketing) plan and carry out a review	
	Implement the strategic plan	Synchronise strategic plans with annual work plans	Detailed articulation of programmes that support the strategy in annual operating plans	Mechanism to successfully use the strategic plan
		Develop a dashboard, monitoring and management system	Programme broken down into funding, implementation and output milestones in place. Reviewed and managed by leadership	
		Plan for managing change and ongoing validity of decisions	Dynamic approach for identifying changing trends is in place and being utilised	

APPENDIX 4: Key Informant interview list

	Name	Title	Organisation
1	Stephane Arnaud	Senior Emergency Supply Manager	UNICEF
2	Cesar Arroyo	Deputy Director Supply Chain Division	WFP
3	Pieter Bakker	Logistics Advisor	Tearfund
4	Martijn Blansjaar	Head of Logistics and Supply	Oxfam
5	Michal Bruck	Consultant	A.N.B Project Management
6	Baptiste Burgaud	Supply Chain Officer	WFP, UNHRD
7	Stephen Cahill	Global Logistics Cluster Coordinator	GLCST
8	Frank Clary	Director of Corporate Social Responsibility	Agility
9	Jason Connolly	Emergency Supply Chain Manager	DFID
10	Matthew Dee	Regional Supply Chain Coordinator	WFP
11	Robert Demeranville	Logistics Team Leader	USAID/OFDA
12	Mat Gai	Director, South Sudan	Nile Hope
13	Juan Galvez	Senior Officer Field Logistics	IFRC
14	Maxence Giraud	Head of Logistics	Humanity Inclusion
15	Sheona Grant	Logistics Lead	Shelterbox
16	Andre Hermann	Logistics Officer, Training	GLCST
17	Katja Hildebrand	Logistics Cluster Coordinator, Nigeria	GLCST
18	Mary Jelitti	Logistics and Procurement Manager	Goal
19	Jean-Baptiste Lamarche	Logistics and Information Systems Director	ACF France
20	Rebecca Lewin	Head of Logistics and Procurement	PLAN International
21	Theo Lingens	Head of International Operations	THW
22	Didier Merckx	Team Leader, Transport and Logistics	ECHO
23	Sarah Olsen	Head of Information Management	GLCST
24	Takuya Ono	Shelters and Settlements Officer	IOM
25	Rudolf Ott	Head of Logistics & Support	SDC
26	Sean Price	Logistics Officer	GLCST
27	Sean Rafter	Managing Director	HELP (Kuehne Foundation)
28	Rachel Stroly	Logistics Manager, Humanitarian Team	CARE USA
29	Cecile Terraz	Head of Logistics and Supply Chain	Medair
30	Tommy Thompson	Emergency Response	WFP
31	Bruno Vandemeulebroecke	Deputy Global Logistics Cluster Coordinator	GLCST
32	Cristina Vicuña	Logistics Officer	GLCST/ACF
33	Virginie Bohl	Greyed names are those stakeholders who were invited but were unavailable for interview within the timeframe for data collection.	OCHA
34	Mohamed Chatane		Islamic Relief
35	Mike Goodhand		BRC
36	Jakob Kern		WFP Syria
37	Ed Martinez		UPS
38	Tammam Muhrez		SARC Syria
39	Fiona Lithgow		LCC South Sudan

Key conditions that determine the extent to which a strategic plan for an organisation such as the GLC, with loosely structured associations, can be implemented well to successfully meet its objectives include:

- The planning process is systematic, based on data, and intentionally responds to the environment;
- Plan generation and implementation is built on alignment across key stakeholders, with roles and responsibilities clearly defined;
- The plan focuses and prioritises the most important issues related to the organisation's role;
- The plan takes into account and addresses difficult and sensitive questions around implementation;
- The plan specifies the linkages from activities to goals to mission, and is supported by a comprehensive measurement mechanism defining progress and fulfilment targets;
- The plan provides clear guidance for resource requirements, acquisition and allocation;
- There are tangible links in annual work plans and budgets to the strategic plan activity outputs and the measurement mechanism.

- Adapted from '*Strategic Planning for Non-Profit Organisations*,' Allison and Kaye, 2015,' p. 5

APPENDIX 6: Reference Group Members

	Name	Title	Organisation	SAG
1	Stephen Cahill (Chair)	GLC Coordinator	GLCST	Chair
2	Stéphane Arnaud	Senior Emergency Supply Manager	UNICEF	Member
3	Cesar Arroyo	Deputy Director Supply Chain Division	WFP	Member
4	Pieter Bakker	Acting International Logistics Manager	Tearfund	
5	Baptiste Burgaud	Supply Chain Officer	WFP, UNHRD	
6	Dorte Friis	Review Manager	GLCST	
7	Mike Goodhand	Head of Logistics	BRC	
8	Jean-Baptiste Lamarche	Logistics and Information Systems Director	ACF - France	Member
9	Rebecca Lewin	Head of Logistics and Procurement	Plan	Member
10	Theo Lingens	Head of International Operations	THW	
11	Fiona Lithgow	Logistics Cluster Coordinator for South Sudan	LC	Observer
12	Didier Merckx	Team Leader Transport, Logistics & ECHO Flights	ECHO	Member
13	Samuel Terefe	Logistics Cluster Coordinator for Syria	LC	
14	Cecile Terraz	Head of Logistics and Supply Chain	Medair	Member
15	Bruno Vandemeulebroecke	Deputy GLC Coordinator	GLCST	

APPENDIX 7: Strategy Working Group members¹⁷

	Name	Title	Organisation
1	Stéphane Arnaud	Senior Emergency Supply Manager	UNICEF
2	Martijn Blansjaar	Head of Logistics and Supply	Oxfam
3	Stephen Cahill	GLC Coordinator	GLCST
4	Mohamed Chahtane	Supply Chain Manager	Islamic Relief
5	George Fenton	Head of Operations	World Vision
6	Maxence Giraud	Head of Logistics	HI
7	Mike Goodhand	Head of Logistics	BRC
8	Paul Jansen	Executive Director	Fleet Forum
9	Mary Jelitti	Logistics and Procurement Manager	Goal
10	Lionel Lajous	TBC	CRS
11	Jean-Baptiste Lamarche	Director, Logistics	ACF
12	Rebecca Lewin	Head of Logistics and Procurement	Plan
13	Theo Lingens	Head International Operations	THW
14	Alfonso Lozano Basanta	TBC	ECHO
15	Fabrice Perrot	Head of Logistics	Solidarités
16	Bruno Vandemeulebroeke	Senior Advisor, Humanitarian Logistics	WHH

¹⁷ The list of Strategy Working Group members is in draft form; this list could not be confirmed within the period of the study.

APPENDIX 8: Contextualising environmental factors - example

	Likely trends	Possible implication for GLC	Strategic questions
Profile of emergencies	Large protracted crises driven by conflict	Continuing extended activation of cluster mechanism	Length of deployment and capacity?
	Increasing control of state actors	Constrained access to operational areas	How to maintain access?
	Increased natural and public health emergencies	Maintenance of skills and capacity	What resources are needed for the future?
Humanitarian needs	Increased volume and breadth of needs	Increased pressure on emergency mechanisms	What is the scope of the GLC's role?
	Funding relatively constant	Blurring of financial mechanisms to cover more	How to retain funding for emergency role?
	Distribution of requirements remains constant	Predictable areas of operation	What are the priority areas?
Delivery of assistance	Fundamental changes in reaction to emergencies	Reduced number of 'emergency' actors	How should the coordination model be adjusted?
	Continued focus on national actors	Reduced requirement for clusters	What can and should GLC support?
	Increasingly sophisticated mix of assistance	Reduced needs for 'trucks and sheds'	What new mechanisms can GLC support?