LOGISTICS CLUSTER

LOGISTICS CLUSTER GLOBAL MEETING

Budapest

14 -15 June 2023

MEETING OBJECTIVES

1 **UPDATES ON PROGRESS**
Achievements and ongoing activities

2 **INTRODUCE 'LENSES' FOR CLUSTER ACTIVITY PRIORITY SETTING**
Criteria to assess activity relevance

3 **RECALIBRATE CLUSTER PRIORITY AREAS**
Support delivery of strategy 2022-2026
Based on SIP 2022 structure
Considering context changes

4 **RENEW AND OPTIMISE WAYS OF WORKING**
Discuss gaps and improvements possible

5 **LINK AND ENGAGE**
Networking opportunities

EXPECTED OUTCOMES

INSIGHT ON DEVELOPMENTS
Results since the previous GLM

AGREED CLUSTER ROLE AND SCOPE
Within mandate, based on field needs, considering values

INPUTS TOWARDS A REFINED SIP 2023-2026
Initial identification of key activities by output
Initial identification of priority activities by outcome

IDEAS FOR GREATER COLLABORATION
Insights through open dialogue
Optimised SIP implementation process
Elected SAG members

CONNECTION AND COMMITMENT
Agreed roles, responsibilities and accountability
Partner exchange information

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WFP World Food Programme

Background and objective

BACKGROUND

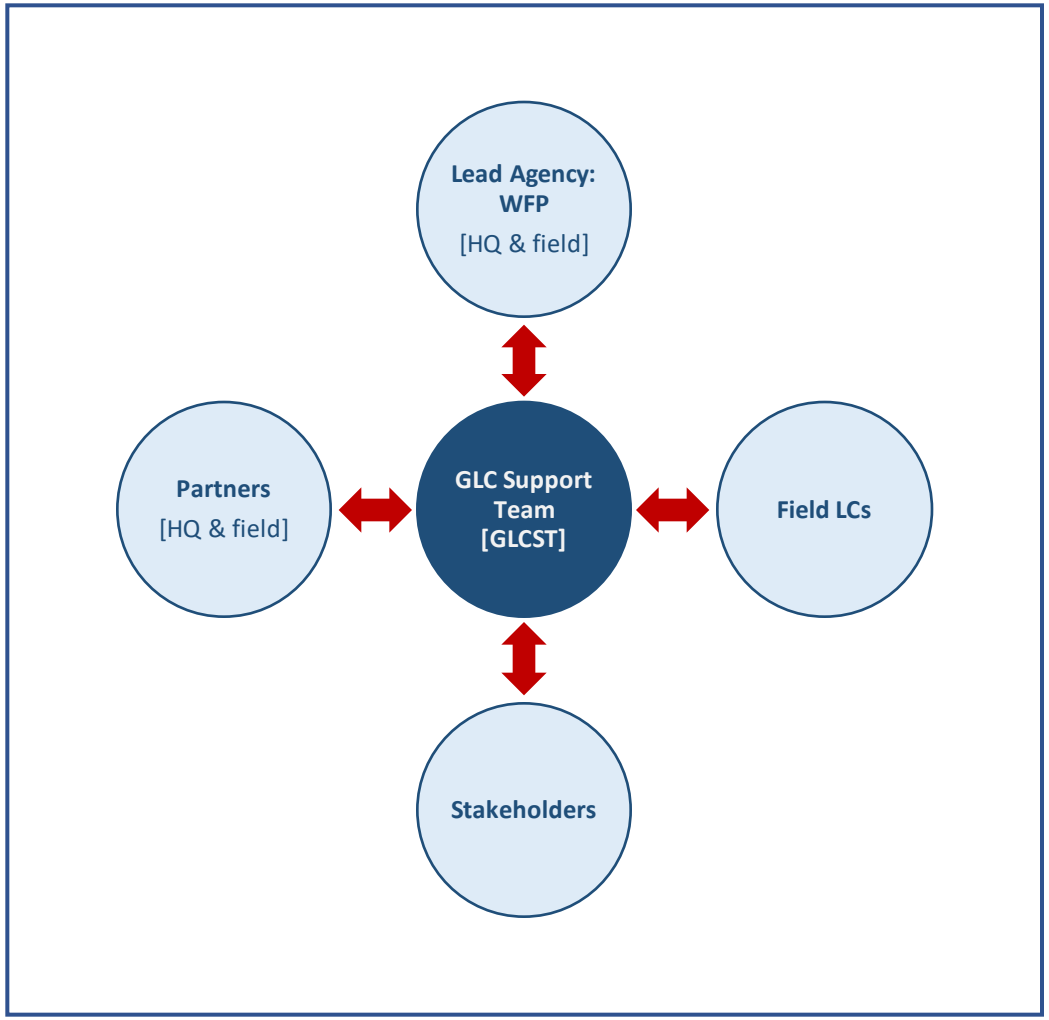
- Last few years, LC focused on consultative development of strategic direction [‘the what’]
- Latest strategy document for 2022-2026, supported by a Strategic Implementation plan (SIP).
- Focus now on way of working [‘the how’] and further strengthening of relationships
- Aim: achieving optimal delivery of the Cluster mandate / strategic objectives.

STAKEHOLDER GROUPS

- Stakeholders consulted in the process depicted opposite.

OBJECT AND OBJECTIVE

- Object: the LC’s organisational performance [way of working]
- Objective of the assignment is to review if the LC is doing:
  1. The right things [relevance]
  2. Things right [effectiveness and efficiency]



Cluster role - perspectives

#	**Example** perspectives on the LC role
1	A **temporary solution for coordination, IM and if no other solution is available (access to) PoLR services**; when existing field coordination mechanisms are overwhelmed or constrained.
2	A group of **professionals responsible for professionalisation and improvement of humanitarian logistics**.
3	**A (first resort) service provider for smaller NGOs**, providing free logistics services they are missing, supported by coordination and IM efforts.
4	**WFP 'customer service unit' in the field**. Partners express their needs to the LC, and WFP offers free or at cost services.
5	A forum where logisticians benefit from for **organisational and personal learning** at global level.

Cluster role - perceptions [2]

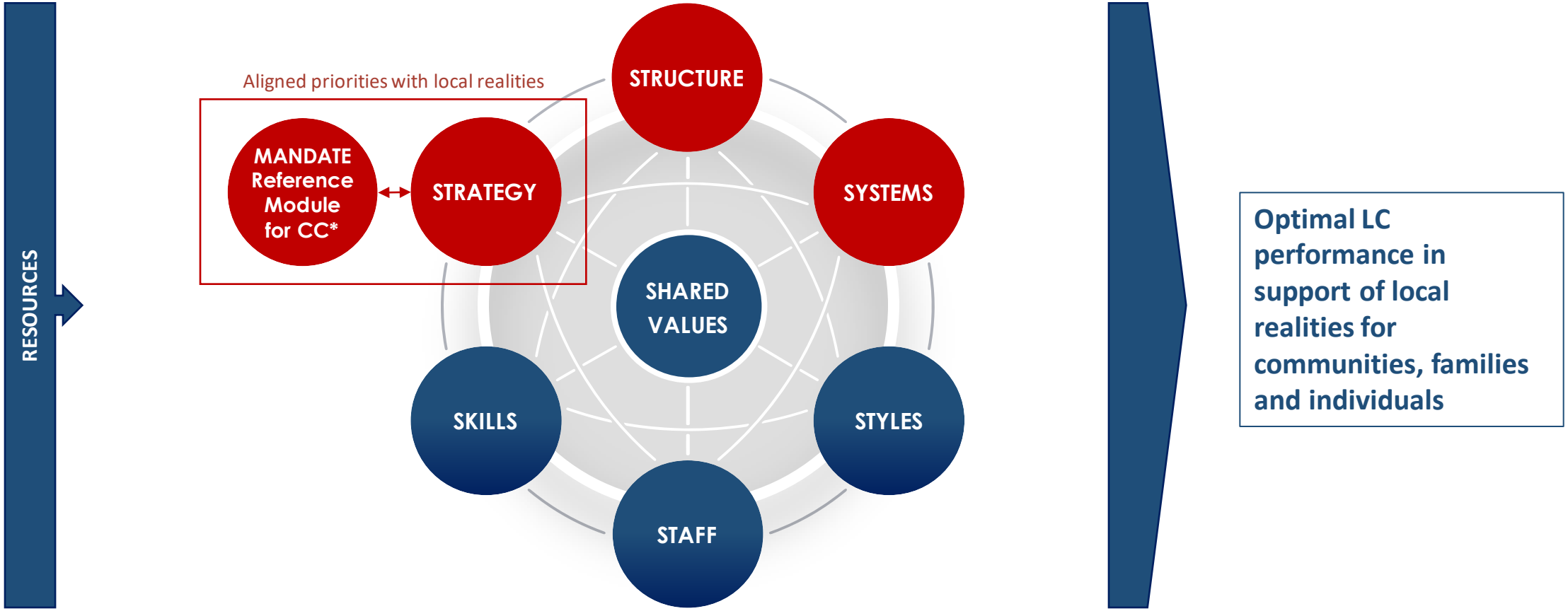
Within the role as described by IASC, **different nuances in views across all stakeholder groups**:

Area	Coordination and Information Management	Humanitarian Logistics
Primary focus	- Cluster coordination and IM.	- Humanitarian Logistics / operations implementation.
Negative associations	- 'Without logistics experience and knowledge, will take the lead from others' - 'Coordinators without logistics background are not taken seriously' - 'IM should not manage a warehouse'	- 'Arrive in country and immediately get to work on operational services' - 'Services are activated by default, bypassing the need for a common gap' - 'Why logistics officer as CC? Logistics to be done by partner organisations'
Positive associations	- 'A good coordinator can work with logistics specialists of partners and WFP to do the ConOps, logistics services etc.'	- 'The LC coordinates logistics, so logisticians need to be engaged to do this properly'
Skills required	- Primary focus on soft skills: i.e. partnership, coordination, project management, advocacy to keep LC top of mind.	- Primary focus on technical skills: i.e. Logistics competencies to be credible when delivering services.

Impacts on recruitment, surge rosters, support tools, services etc.

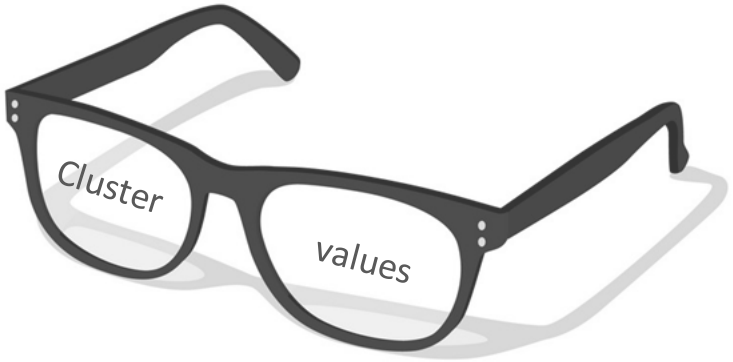
Why is this important?

LC focus for efficiency and effectiveness



Optimal LC performance in support of local realities for communities, families and individuals

Three LC Lenses



Logistics Cluster

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

6 + 1 CORE FUNCTIONS

- Support service delivery*
- Inform the HC/HCT strategic decision making
- Plan and implement cluster strategies
- Monitor & evaluate performance
- Build national capacity in preparedness and contingency planning
- Support robust advocacy

Provider of last resort

**in this context, this means service delivery to end beneficiaries, not common services*

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WFP World Food Programme

OUR MISSION IN EMERGENCIES

- INCREASING THE EFFICIENCY OF HUMANITARIAN LOGISTICS RESPONSE
- OVERCOMING SHARED CHALLENGES
- ADDRESSING COMMON GAPS & BOTTLENECKS
- ENSURING LEADERSHIP AND ACCOUNTABILITY

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LOGISTICS CLUSTER IN COUNTRY

COORDINATION

Act as a liason between humanitarian actors

INFORMATION MANAGEMENT

Support of field operations and the wider humanitarian community with data, analysis and information sharing.

OPERATIONS

Facilitate access to services or ensure provision of common services

PARTNER COMMITMENTS

Commitment to **humanitarian principles**

Demonstrated understanding of the duties and responsibilities associated with membership of the Cluster (Country ConOps, IASC ToRs and Guidance Notes)

Active participation in the Cluster and commitment to consistently **engage in the Cluster's collective work**

Capacity and willingness to **contribute to the Cluster's response plan and activities** (incl. ICC)

Commitment by a relevant senior staff member to **work consistently with the Cluster to fulfil its' mission**

Commitment to work cooperatively with other Cluster partners – **ensure optimal and strategic use of available resources** (incl. assets, information, coordination)

Willingness to take on **leadership responsibilities in sub-national or working groups**

Undertake **advocacy**, and disseminate advocacy messages to affected communities, host Government, donors, the HCT, CLAs, the media and other audiences

GLOBAL ACTION TO STRENGTHEN LOGISTICS RESPONSES

SUPPORT FIELD CLUSTERS
Right tools / Ensure efficiency

Fostering partnerships
Building local networks

Capacity strengthening
Partners / Governments
Preparedness

Advocacy
Advocacy on common logistics topics
Create evidence for advocacy

Operations intelligence
Context and data analysis

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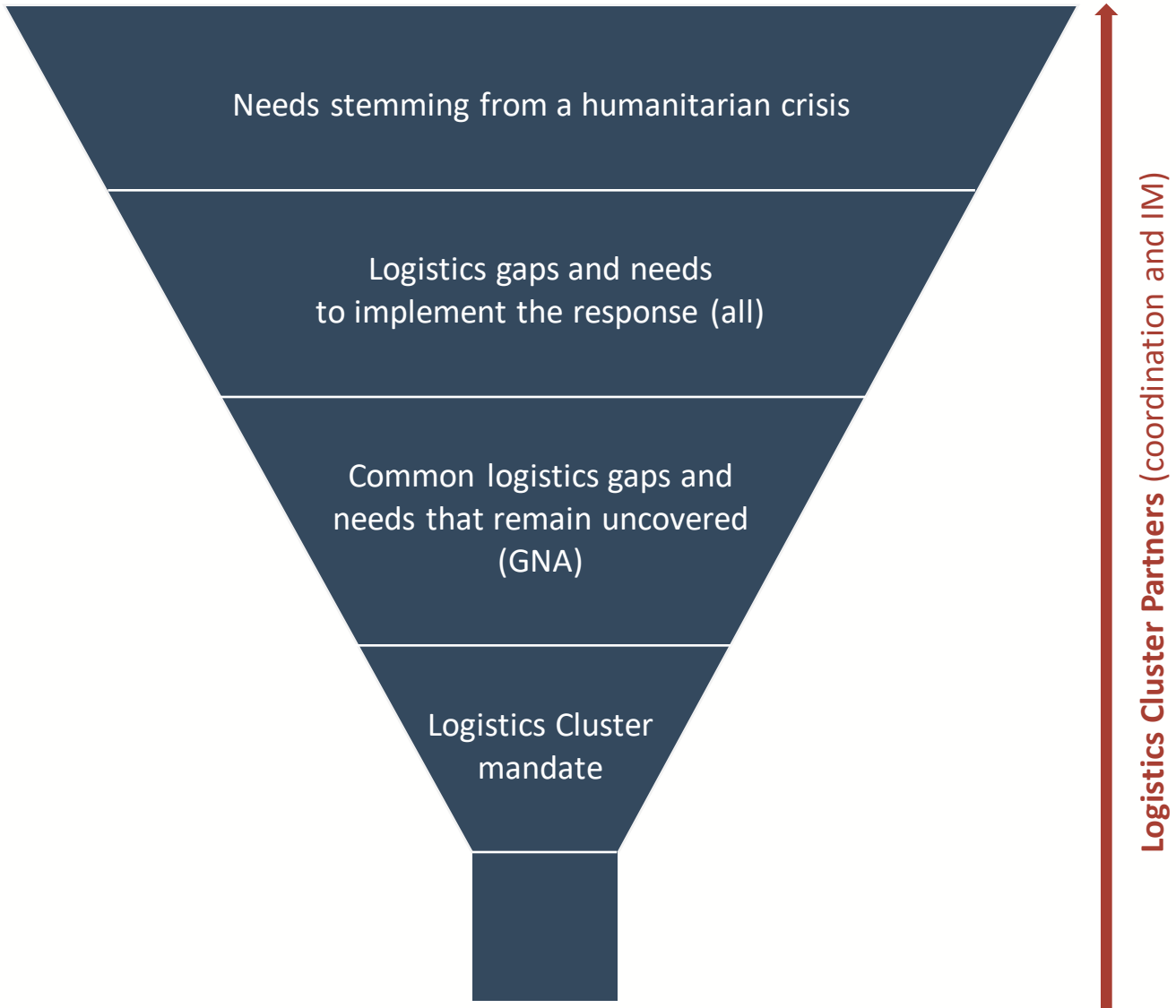

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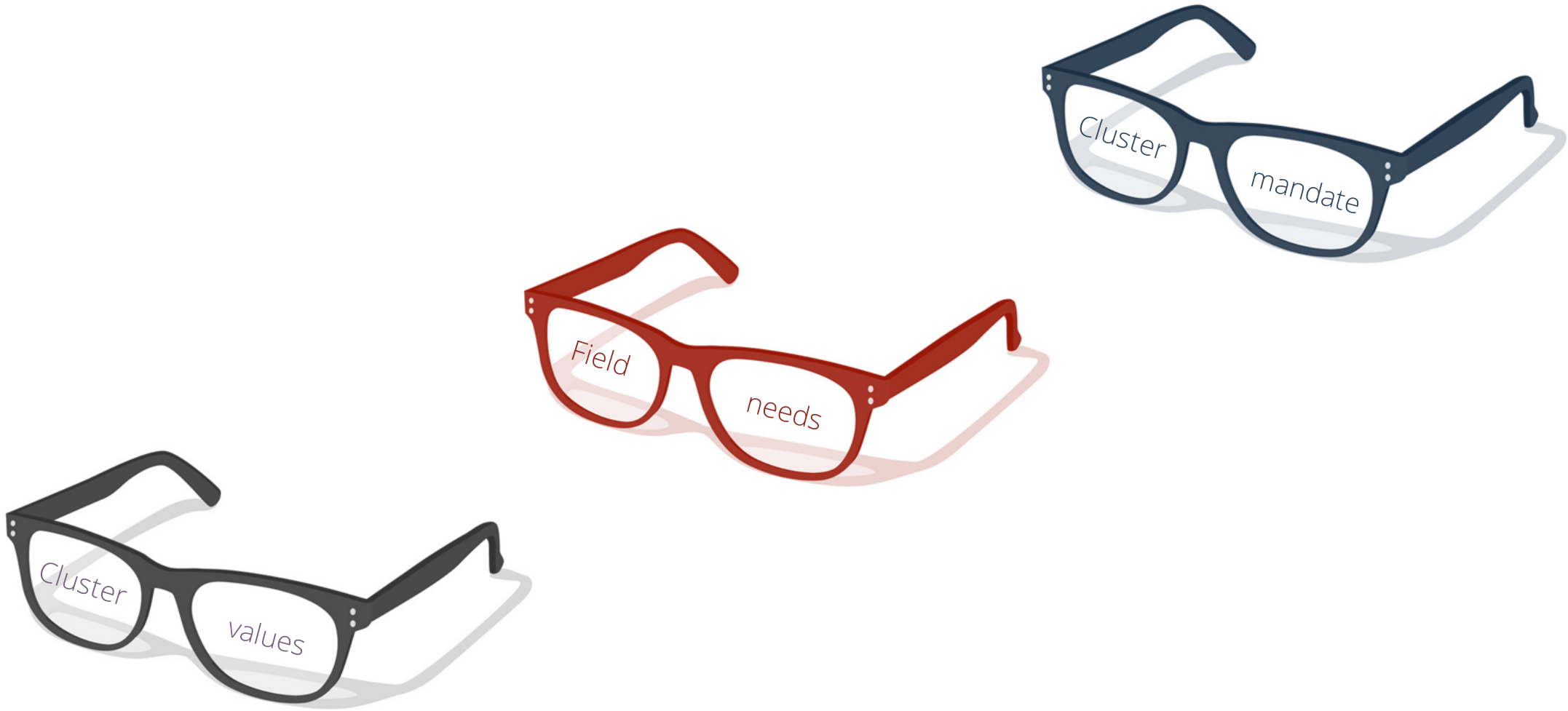
Values & cross cutting topics

Budapest

June 2023

Three GLC lenses



Cross cutting themes (values) - evolution

Value = (noun) principles or standards or behaviour – a judgement of what is important in life. (verb) consider something to be important or beneficial; have a high opinion of (cf. 'we value localisation')

"Summer camp" consultation sessions 2021

Cross cutting themes 2022-2026

Collaboration

- Working together
- Collective outcomes
- Consolidate network, expand further & be more representative (global, regional, local)

Professionalism & agility

- Guided by local priorities
- Focus on evidence based needs
- Enhance efficiency
- Support operational agility
- Leverage technology

Localisation & sustainability

- Support localised response activity
- Tailored solutions
- Minimise disruption of local markets
- Promote local resilience
- Advocate for sustainable approach
- Apply lasting solutions

Accountability

- AAP through partners
- To hum and national leadership through CLA
- Plans, decisions, prioritisation made by and for partners

How to practice the values?

Questioning

Is this the right way? Or the easy way/the way we always do it?

Inclusion

We do not have all the answers – do we include all the viewpoints to get there?

Time

Don’t just do something – stand there.

Practice

...makes perfect!

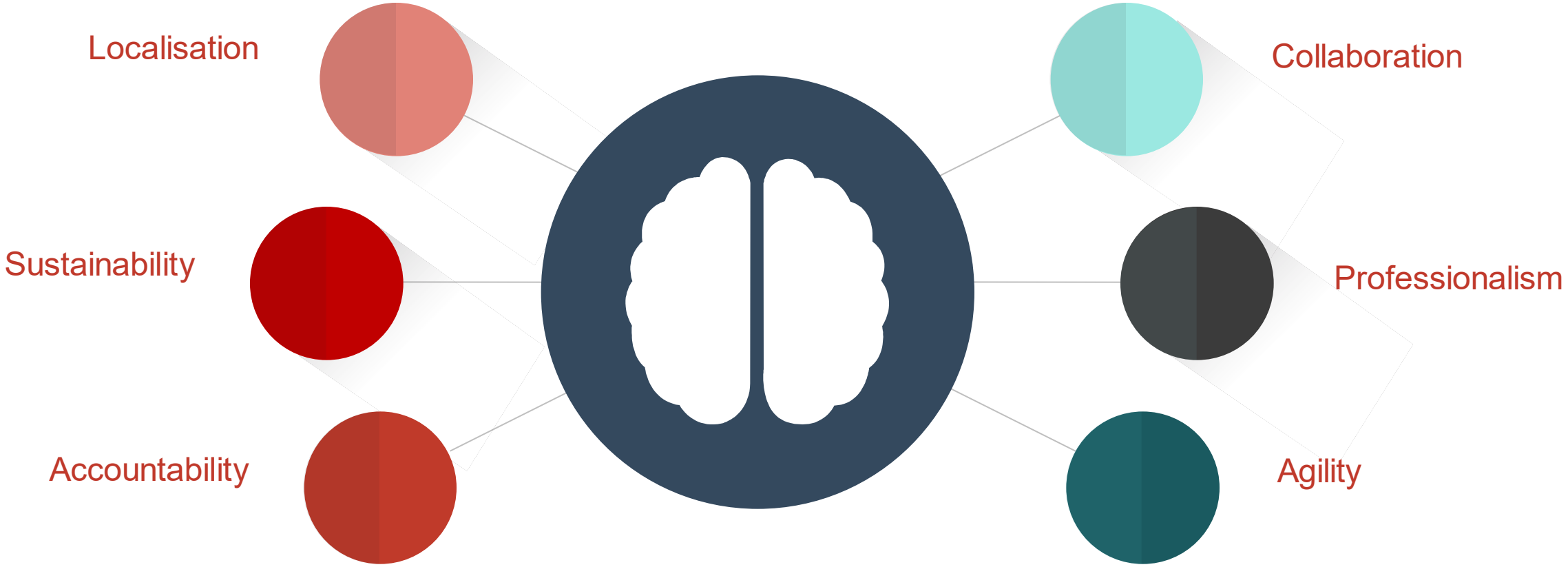
Collaboration

Together we can consider better solutions

How to practice the values?

Localisation

How to practice the values?



LOGISTICS CLUSTER

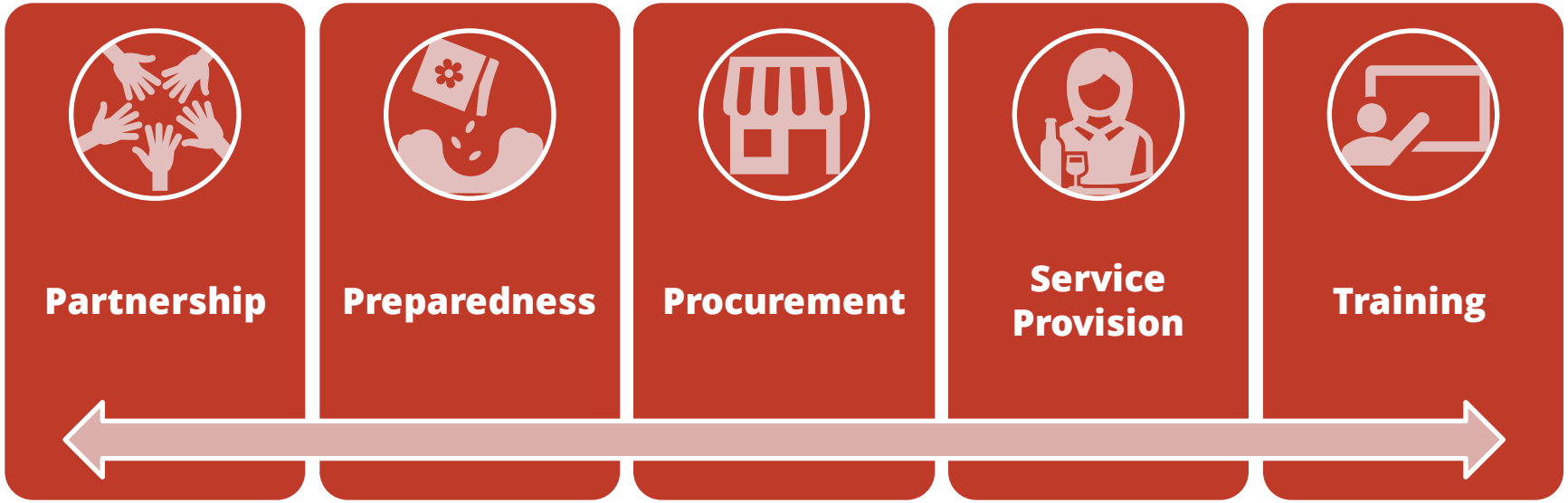
WORKING GROUP UPDATES

ALL GROUPS

Budapest

June 2023

FIVE WORKING GROUPS



Cross cutting & inter cluster themes

WG lead responsible to liaise & bring back to WG members.

LEADERSHIP RESPONSIBILITIES

SAG FOCAL POINT

- Ensure fair and inclusive participation
- Hold the WG lead accountable
- Endorse the implementation plan and any changes
- Liaise between the WG and the SAG
- Follow up on SAG/GLM updates

WORKING GROUP LEAD (GLC ST)

- Coordination of the WG members
- Notifying the SAG of the names and organisations
- Reporting on progress
- Producing reports on activities
- Meeting minutes
- Supporting the presentation of WG updates at GLMs
- Inter-cluster coordination

MEMBER RESPONSIBILITIES

Attendance at scheduled meetings as often as possible.

Engagement in discussion at meetings and relevant comments or discussion points raised.

Commit to act or support actions under the implementation plan as agreed by the group.

Follow up promptly on commitments made against actions, and report back to the group and/or WG lead as necessary and appropriate.

Present updates/progress to the Global Logistics Meeting/SAG/other appropriate forum.

Reporting

- The WG will report regularly to the SAG through the WG lead.
- Reporting schedule: Monthly prior to SAG meetings.
- The SAG may also ask the WG members to present at face-to-face meetings as required.

LOGISTICS CLUSTER

WORKING GROUP UPDATES
PROCUREMENT

Budapest

June 2023

Procurement Working Group

Member	Organization
Andreas Losch	Welthungerhilfe
Neil Rodrigues	International Rescue Committee
Danielle Jurman	UNFPA
Dilip Niroula	CARE
Lama Samad	Save The Children
Marie Houel	Solidarites
Micheline Ekmekjian	World Vision International
Theophane Neyme	International Medical Corps
Nathan Rawe	Catholic Relief Service
Nikola Usenovic	International Medical Corps
Robin Townley	Maersk
Sarah Penniman-Morin	Catholic Relief Service
Sebastien Cazenave	International Medical Corps
Silka Lange	Welthungerhilfe
T Olsen	UNICEF
Hilary Zalar	Catholic Relief Service
Mary Jelliti	Logistics Cluster

Procurement Working Group

Plan (what's in the SIP)	Achievements	Obstacles/challenges	What's next?
1.2.3.3. Advocate for enhanced environmentally sustainability procurement processes (ESPP) including advocacy for change of org/donor regulations to facilitate this.	Link made with WREC, leverage that platform for advocacy	Need to have concrete examples before any advocacy is undertaken	Partners to share with WEEC instances where bottlenecks/obstacles are faced in this regard to build advocacy case
4.2.3.2. Define LC scope of work related to Procurement	- Defined four areas of work (donor advocacy; local market support; local partner capacity strengthening; ESG issues) - Assessed gap in centralized information platform on suppliers/vendors/prices at country level	- Donor advocacy: changing policies/regulations is complex and time consuming, and it requires discussions with the right stakeholders who are able to change those - Local initiatives: need to identify the right partner to conduct activities, the impact of which is long term and therefore these areas are currently not prioritized - Procurement not in cluster mandate. How is this translated in cluster activities/core functions? → IM?	- Donor advocacy: build business cases by setting up dedicated teams with different stakeholders (UN, NGO, donors) to showcase the efficiency gains and savings that streamlined, standardized procurement practices could generate. - Conduct a pilot in a country with active cluster on standardized data collection and analysis of vendors/suppliers/prices. This involves creating an IM WG with field IMOs.
4.2.3.1. Agree and pilot projects to prove added value in Procurement for the LC	- Decision to carry out three business cases on identified problem statements (misaligned prequalification requirements for medical vendors/UN procurement authorizations/different thresholds for different solicitation methods)	- Extensive data gathering and analysis required - Long timelines to actually implement any potential policy change - Different types of stakeholders involved in policy process	- Endorsement of proposal by GLM - Start engaging with key donors to advocate for these studies - Create a working group with 1x UN staff, 2x NGO staff and 2x donor to conduct the business cases

Procurement Working Group

- 4-5 core group members consistent attendance. More participation from other members is needed.
- The WG meeting frequency was increased to once a month for faster progress.
- Strong leadership from GLC representative.
- Change of SAG representative underway
- Prioritization of activities with highest LoE
- Moving toward concrete actions: GLM: brainstorming with donor representatives.
- Attention to parallel working groups (HHS, WREC)

LOGISTICS CLUSTER

WORKING GROUP UPDATES
PARTNERSHIPS

Budapest

June 2023

Partnerships Working Group

Member	Organization
Dorte Andersen Friis	UNICEF
Lama Samad	Save the Children
Marin Tomas	IMC
Pinar Keskinocak	Georgia Tech
Robin Townley	MAERSK
Sarah Penniman-Morin	CRS
Silka Lange	Welthungerhilfe
Tina Wakolbinger	WU (Vienna University of Economics and Business)
Veronica Lacayo	CRS
Pierre Tripon (SAG Member)	ECHO
Natalie Emery	Logistics Cluster

Partnerships Working Group Update

Plan (what's in the SIP)	Achievements	Obstacles/challenges	What's next?
1.1.2.1 Manage the development and maintenance of the Logistics Cluster website, social media channels and newsletter based on regular needs-based reviews. For the PWG: manage the partnerships part.	**Achieved:** In coordination with the GLC ST IM/Comms team, update to "Partnerships" and "About us" section published online in Jan/Feb 2023	Internal WFP/LC clearance of draft document took a long time. Meetings too short and spaced far apart – time spent on catch up rather than productive forward movement.	Ensure partnership is as accessible as possible.
1.3.3.1 Develop partner charter for minimum commitment for participation and contribution to GLC global partnership activities	**Achieved:** First draft to be consolidated by GLC and discussed with PWG for feedback.	Lack of participation in meetings coupled with inconsistent attendance Meetings of an hour are not enough time to develop a Charter Still discussing the outline of Charter without moving to the actual drafting of it, incl. assigning responsibilities of who will develop each section of it. Challenge developing a charter online	Dedicate more time to develop the Charter- possibly at an in-person meeting. Finalize the Charter and get it endorsed by the GLCC and the SAG.

Partnerships Working Group (PWG)

Reflections on how the WG is working and delivering against the SIP

- Need to define how we want to scale-up from a coordinating WG to include community.
- How can the PWG address the challenges of the strategy that is cross cutting for all organizations?
- Need regular updates and follow-up steps
- Review/update of the WG TOR should be done on a yearly basis
- Need more communication and collaboration between WGs to increase coordination:
  - Reporting mechanisms between WGs
  - Regular meetings with all WGs together
  - Venn Diagrams of the WGs
- How do we ensure the right people are in the right groups?
  - Establish a clear process to join a Working Group
  - Have a minimum involvement criteria (code of conduct)

LOGISTICS CLUSTER

WORKING GROUP UPDATES
TRAINING

Budapest

June 2023

Training Working Group

Member	Organization
Danielle Jurman	UNFPA
Pieter Bakker	Medair
Theophane Neyme	International Medical Corps
Stuart Zimble	WHO
Jose Giraldo Venegas	IFRC
Guillaume Noailly	Bioforce
Nour Alaqqad	kuehne-stiftung
Sarah Penniman-Morin	WFP
Guillermo Cuervo	Logistic Cluster

Training Working Group

Plan (what's in the SIP)	Achievements	Obstacles/challenges	What's next?
• *3.1.2.3 Develop a standardized competency framework for the Logistics Cluster's operations most required response capacity positions.* • *3.1.2.4 Design, develop, and continuously align trainings to ensure a standardized response capacity.* • *3.1.3.3 Enhance the online training platform to ensure that cost-effective, competency-based learning material are made available from/to partners and stakeholders.*	*•Project map has been developed* *•Template of competency framework developed by small team. No veto on this regard from working group.* *•First competency framework created (Warehousing)* *•Template of training mapping against competency framework developed* *•Currently mapping trainings against the first framework within working group*	*Wide range of topics to be assessed and difficulties to allocate proper time to work on the assigned tasks.* *Time consumed in the development of the competencies needed in every logistic chapter.* *We are seeking for the involvement of more partners that could support in the existing training map. (specially academia)* *•How to ensure wider community contribution to the mapping and identify key gaps in available trainings?*	*•Competency framework for individual area developed based on template.* *•Training mapping developed based on template and disseminated.* *•Once all categories received information, the plan is to identify gaps and then tackle them to support the community.* *•HHS group will work on medical logistics specific framework as prioritised in their workplan. They will use the template developed by the logistics cluster as a foundation.*

Training Working Group

The TWG Meets once a month (with some gaps) while frequent working meetings have been scheduled ad-hoc to complete assigned tasks. Core partners attendance is consistent; however, more participation would be advised, especially from academia.

For future consideration we are looking on how to make trainings available to all, including creating a common platform that would be accessible for all.

LOGISTICS CLUSTER

WORKING GROUP UPDATES
SERVICE PROVISION

Budapest

June 2023

Service Provision Working Group

Member	Organization
Maxence Giraud	Humanity and Inclusion
Danielle Jurman	UNFPA
Stephan Magnaldi	Premiere Urgence
Takuya Ono	IOM
Kelly Bradley	Logistics Cluster

Service Provision Working Group

Plan (what's in the SIP)	Achievements	Obstacles/challenges	What's next?
• *2.3.3.1 Review, agree on and maintain a portfolio of standard services for common service provision.* • *2.3.3.2 Develop/endorse standard agreement proposal for potential common service providers.* • *2.3.3.3 Develop/endorse minimum standards for common service provision.*	The Portfolio of standard services was rolled out on Nov 9, 2022. A new "Letter of Intent" (LoI) has been drafted by members of the WG and is soon to be submitted as an official template. Standards are currently included in the new LoI.	• Limited participation from the community in WG activities. • Difficulty for some partners to understand or approach service provision activities. • Questions remain about how Logistics CopOps are generated.	• Engagement and training for donors and field colleagues on the structure of the new agreements. • Revisit modifications to the MoU. • Investigate formulating clearer guidance for the community about formulation of field operations.

Service Provision Working Group

The SPWG meets once every 1-2 months and has been directly involved with crafting the language for the Letter of Intent. Attendance is consistent; however, more participation would be advised, especially amongst partners that may not benefit financially from the agreement structure. Progress has been fairly successful, with two objectives being met and a third partially completed.

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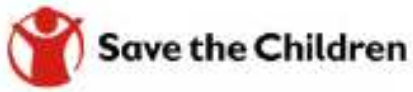
WORKING GROUP UPDATES
PREPAREDNESS

Budapest

June 2023

Preparedness Working Group (16)



Preparedness Working Group

Plan (what's in the SIP)	Achievements	Obstacles/ challenges	What's next?
1.2.2.2 2.3.1.1 2.3.1.2 3.2.1.1 3.2.1.2 3.2.1.3 3.2.1.4	• Breakdown Implemented VS Active • Regional Preparedness Workshop – 2022/23 LAC • Annual Preparedness Meeting – Jan 2023 • Definition of Preparedness Areas/Preparedness Lead Partners – • Launch ICS landing page and Preparedness Enablers Guide (PEG) – April 2023 at HNPW EXPAND HERE • Outpost GLC/Preparedness Regional Project Manager RBJ 2023 • Partners ESUPS/IMPACCT/ICS linkage	• FBPP Transition to national stakeholder • Funding cycle and anticipate gap beyond end of 2024 resulting in delays in implementation and staffing continuity	• KLU/CHORD study on Preparedness impact measure due to start Q3/Q4 2023 (18 months) • Further implementation and expansion of FBPP • Replicate Nationally-Led Preparedness Exercise (Pilot TTx Madagascar, Bi-national exercise Guatemala/Honduras)

Preparedness Working Group

Reflections on how the WG are working and delivering against the SIP

LOGISTICS CLUSTER

STRATEGY ADVISORY GROUP (SAG)

ELECTIONS

Budapest

June 2023

What makes the SAG representative

New TOR

Simplified

- Language
- Structure

Change

- Inclusion of IFRC/ICRC/RCRC countries

No change

- The intent and purpose of the SAG

DRAFT – FOR ENDORSEMENT

1. Mandate and objectives of the Strategic Advisory Group (SAG)

The main objective of the Strategic Advisory Group (SAG) is to provide strategic guidance to the GLC and facilitate accountability to its partners. This includes providing advice and support to the GLC team on strategic and policy issues related to:

1. **Strategy and work plan implementation:** the SAG monitors the implementation of the Logistics Cluster Strategy and the implementation of the work plan as presented at the Global Logistics Cluster Meetings (GLM), and advises GLC in the planning and implementation of its initiatives.
2. **Advocacy and strategic engagement:** the SAG advises GLC on engagement with, and onboarding of, possible strategic partners; advocates among the Logistics Cluster partners for active participation in GLC activities; and acts as technical advisors and oversight of the GLC's thematic working groups.
3. **Resource mobilization:** the SAG works with GLC on defining funding priorities based on the strategy. As such, the SAG may provide advice to GLC on priority areas requiring resources and funding requirements, and support fundraising efforts.
4. **Liaison with partners and field operations to enhance performance monitoring and accountability:** the SAG may act as a conduit between the Logistics Cluster community of partners and the GLC, and shall raise any challenge brought forward by the partner community on global and/or field-based activities as well as provide advisory support to such challenges. To enhance accountability to partners, the SAG closely coordinates with GLC to ensure performance monitoring and lessons are undertaken at field level.

"Annex - Working Methods" provides more detailed information on the SAG's ways of working.

2. Composition, appointment, and roles of SAG members

- SAG members represent the entire Logistics Cluster partners community, and as such strive for the best outputs for all members. As such, they are expected to represent the entire Logistics Cluster community. Elections of SAG members are carried out based on relative majorities and voting is anonymous.
- The SAG is composed of eight members:
  - **Two non-rotational seats** are filled by: the GLC Coordinator as Chair of the SAG; a WFP representative in its capacity as Logistics Cluster lead agency
  - **Five rotational seats** are filled through election by GLC's members at the Global Logistics Meetings (GLMs), which take place twice a year, and they are held for two years unless otherwise stipulated. Three of these seats are allocated to Non-Governmental Organisations (NGO), and two of these seats are allocated to "Governmental and International Organisations" (GIOs). "NGO representation" refers to national or international non-governmental organisations with a humanitarian mandate, and in this instance may expand to include also the International Federation of the Red Cross and Red Crescent (IFRC), its country representations as well as the International Committee of the Red Cross (ICRC)[1]. "GIO representation" refers to international and regional intergovernmental agencies and organisations, national governmental entities, international organisations, and UN agencies funds and programmes.
  - **One observer seat** is filled by a Logistics Cluster Coordinator (LCC) in their capacity as a field operations representative. This is a non-voting seat.
- The SAG meets monthly unless ad-hoc meetings are required. All SAG members have voting rights except the LCC representative, which acts as an observer. The Chair of the SAG holds a tiebreaker vote when there is a tie between the SAG voting members and a deciding vote is required.
- TORs and minutes of SAG meetings are made publicly available on the GLC website on the SAG page.

"Annex - Working Methods" provides more detailed information on SAG members election, SAG members voting rights, SAG working methods, and roles and requirement of SAG members.

[1] Per the standing Logistics Cluster convention of 'one organisation, one vote', the IFRC, ICRC and member countries must internally agree on one candidate to propose, to occupy one seat.

DRAFT - For Endorsement

OBJECTIVES

STRATEGY & WORKPLAN

Drive and oversee implementation of the strategy and workplan.

GLOBAL ACTIVITIES

Advise on priorities for global activities and the allocation of global funding.

PARTNERSHIPS

Advise and support on engagement with possible strategic partners.

WORKING GROUPS

Endorse the creation of and provide strategic support for Working Groups.

ADVOCACY

Internal and external for adequate resources to implement cluster activities and operations.

WHY HAVE A GLOBAL STRATEGIC ADVISORY GROUP

SAG composition

8 members – 2 years each

3 NGO	2 GO	1 Cluster Lead Agency	1 Chair	1 Field Cluster Coordinator
Voting member	Voting member	Voting member	Tie breaker vote only	Observer Non-voting member

SAG election – rules of thumb

One voter per organisation

Ad personam / Non-delegable

Vote 1 is for the UN/Gov contingent
Vote 2 is for the NGO contingent

Represent the community of partners as a whole

2 year tenure - re-election possible

Announcement only of elected, no numerical results

4 seats up for *Election

THE GLOBAL STRATEGIC ADVISORY GROUP (SAG)

Cluster Lead Agency

STEPHEN CAHILL
Chief of Humanitarian Logistics Services, World Food Programme

Non Governmental Organisations

FABRICE PERROT *
Director of Logistics
Solidarités International

SEBASTIEN CAZENAVE
Senior Director Global Logistics & Supply Chain, International Medical Corps

SUSAN HODGSON *
Head of Humanitarian Supply Chain
Save the Children

Governmental Organisations

PIERRE TRIPON *
Logistics, programme management, ECHO

THEO LINGENS *
Deputy Head of Logistics Division
German Federal Agency for Technical Relief (THW)

Fixed Chair

MAILIN FAUCHON
Global Logistics Cluster Coordinator
World Food Programme

Field Cluster Coordinator

BLESSING DZAMBO
Deputy Logistics Cluster Coordinator
South Sudan

* Seat up for election

Congratulations to the newly SAG elected members

UN, Government entities and donors:

Nadezda Griffin, Supply Chain Management Division, Bureau for Humanitarian Aid/USAID

Richard Kneller, Deputy Team Leader / Support to Operations team (Unit A2), DG ECHO

NGO and IFRC/ICRC:

Fabrice Perrot, Director of Logistics, Solidarite International

Susan Hodgson, Head of Humanitarian Supply Chain, Save the Children