LOGISTICS CLUSTER

IM GUIDE 2019

Introduction

The process of managing information encompasses a series of actions made up of technical and non-technical tasks. It is a continuous cycle which involves understanding information needs as well as collecting and analysing relevant data to produce information that gives knowledge of a situation. This allows for the most relevant product to be produced, according to audience and context, and for information to be shared consistently.

As the cluster approach was adopted to address and correct the problems of ad-hoc humanitarian responses, the logistics sector has adopted a reliable, predictable and standardised approach to coordination. Standards exist at global level to ensure organisations working with the Logistics Cluster in any operation find the same type of information accessible in the same way and following the same guidelines, notwithstanding the peculiarity of each emergency and the specific requirements of each operation.

The purpose of this guide is to ensure that Information Management (IM) officers deployed in ongoing Logistics Cluster operations and skilled personnel likely to be deployed have an overview of basic IM guidelines, standards and procedures at global and field level.

The guide addresses how to share critical operational information through standard Logistics Cluster IM products. It also gives an overview on best practices for taking photos, using social media channels and writing communication pieces to increase awareness of the Logistics Cluster and its activities. It also provides brief guidance on the reporting requirements for WFP and OCHA.

In addition, the guide outlines filing criteria to ensure effective access to information for all relevant people as well as efficient handover and writing standards to ensure quality and consistency across operations and products.

This guide is a live document that requires your input and revision.
Please send your comments and suggestions to hq_im_rome@wfp.org.

— Global Logistics Cluster
Information Management Unit

Information Management is a key element of the Logistics Cluster mandate and is fundamental to the coordination of the humanitarian logistics community in sudden onset emergencies, protracted crises, preparedness initiatives and at global strategic level.

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VOS APOLLO
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Knowledge Base

About the Logistics Cluster

The cluster approach was adopted in 2005 to address consistent gaps and weaknesses and to improve international responses to humanitarian crises. It is a means to strengthen response capacity, coordination and accountability by enhancing partnerships in key sectors, and by formalising the lead role of particular organisations in each of the following sectors: WASH, Shelter, Protection, Nutrition, Health, Food Security, Emergency Telecommunications, Education, Early Recovery, Camp Coordination and Camp Management, and Logistics.

Clusters are groups of organisations and other stakeholders designated by the Inter-Agency Standing Committee (IASC), and committed to commonly addressing humanitarian needs in each of the aforementioned specific sectors. The Emergency Relief Coordinator can activate one or more clusters when response and coordination gaps exist that impact on the ability of the humanitarian community to address humanitarian needs, and the existing national response or coordination capacity is unable to meet needs in a manner that respects humanitarian principles. The deactivation of clusters may be considered when at least one of the reasons for its activation is no longer present.

The Logistics Cluster

The Logistics Cluster enables global, regional and local actors to meet humanitarian needs. Before crises, we work with stakeholders in high risk countries and regions to strengthen local capacities. In crises, where local capacities have been exceeded, the Logistics Cluster provides coordination and Information Management to support operational decision-making and improve the predictability, timeliness and efficiency of the humanitarian emergency response. Where necessary, the Logistics Cluster also facilitates access to common logistics services.

Due to its expertise in the field of humanitarian logistics, the World Food Programme (WFP) was chosen by the IASC as the lead agency of the Logistics Cluster. WFP hosts the Global Logistics Cluster Support Team in its headquarters in Rome. WFP also acts as a 'provider of last resort' offering common logistics services when critical gaps hamper the humanitarian response.

The Global Logistics Cluster

The Logistics Cluster is steered by partners globally through biannual Logistics Cluster Global Meetings and at national level through in-country Logistics Cluster meetings. At the global level, the Logistics Cluster provides strategic guidance to broaden knowledge and improve decision-making in humanitarian logistics, and works on system-wide preparedness and contingency planning.

In addition, the Global Logistics Cluster is in charge of training, conducts Lessons Learned Exercises on cluster operations, and provides logistics surge capacity and support to the humanitarian community, reinforcing the operations on the ground.

The Logistics Cluster functions

Coordination

The central role of the Logistics Cluster is to act as a liaison between humanitarian actors where logistics operations are concerned. Global Logistics Cluster staff organise and participate in a variety of inter-organisational fora and working groups, and prepare and disseminate regular updates on Logistics Cluster activities. At field level, the Logistics Cluster organises and chairs coordination meetings to streamline activities, avoid duplication of efforts and ensure the optimal use of resources.

Information Management (IM)

Global Logistics Cluster IM officers serve as the communications link between field operations and the humanitarian community, ensuring the maintenance of global standards and continuity across operations. Global Logistics Cluster IM officers support operations by providing guidance and support to field staff, deploying as surge capacity at the onset of an emergency, and filling the position of field IM Officer when needed. Field IM officers collect and analyse operational information and develop high quality, timely, and accurate information products which are disseminated to stakeholders through the appropriate channels.

Operations

Logistics Cluster logisticians design and manage cluster activities, offering logistics solutions and technical support to responding organisations. Global Logistics Cluster logisticians act as the focal point at the global level for Logistics Cluster operations, providing expertise, regularly deploying to ongoing activities or in response to sudden onset emergencies, and supporting field staff.

Logistics Cluster tools

The Global Logistics Cluster has developed a number of tools to support response operations and enhance coordination, information sharing and access to common logistics services. These tools, available to the humanitarian community, are briefly described below.

LOG

The Logistics Operational Guide (LOG) was developed by representatives of a wide range of humanitarian organisations, and is managed and overseen by the Global Logistics Cluster Support Team and WFP.

The tool provides a collection of information such as best practices, templates, guidelines and standard operating procedures for logisticians operating in the field.

LCAs

The Logistics Capacity Assessment (LCA) is an important source of baseline, consolidated information related to the logistics infrastructure and services in a given country.

The online platform that hosts the LCAs, maintained by the Global Logistics Cluster, serves as a tool for organising the information in a standard way across multiple countries, and serves as a means of sharing the information within the entire humanitarian community.

Furthermore, LCAs are a key component of emergency preparedness activities.

All LCA content is housed on a public, Wikipedia-like website: http://dlca.logcluster.org

The LCA structure is standardised across all countries and a dedicated logistician (WFP Logistics Officer, Stand-by Partner etc.) will be tasked with updating the LCA information.

The LCA updating process, which the Logistics Cluster IM Officer may be required to support, is as follows:

- All existing LCAs are publicly available and copies can be generated in Word to make it easier to review and copy existing information whenever an update is needed: http://dlca.logcluster.org/display/public/DLCA
- Each LCA is organised around a standard outline and made up of a series of templates, one for each generic section/page.
- Each template includes a more detailed outline for the content in that specific section and guidelines on how it should be completed (these should be referred to throughout the process of updating the LCA as they include suggested/required content).
- The generic templates can be found here: http://dlca.logcluster.org/display/public/DLCA/Generic+Template
- Any valid content from the existing LCA can be moved into the newer generic outline/template for that page.
- All updates and additions to a country's LCA need to be submitted on the generic templates.
- All content should be reviewed for correct spelling and grammar, and to ensure all information is focused on logistics and does not include evaluative statements or opinions.
- Once the templates are completed, they should be sent to the Head of Supply Chain for approval, then to the Regional Supply Chain officer for publishing authorisation.
- Once approved, the templates should be submitted via email to LCA.Global@wfp.org or via Dropbox.

RITA

The Relief Item Tracking Application (RITA) is a web-based software application, developed by WFP, which allows service providers to record, and customers to track, the status of a consignment systematically. This platform was developed and is being implemented to provide capacity for the tracking of relief items that fall under WFP's responsibility as part of a Logistics Cluster operation. RITA enables users to document and report on the entire Common Services history for non-WFP items they have taken custody of.

[1]In most cases the service provider will be WFP, but this is not a requirement of the system. In principle RITA can, and has been, used to track service provision by any organisation.

RITA is one element of a Service Provision system/process and is dependent on a well-defined set of offered services, clear Standard Operating Procedures (SOP) and consistent oversight by logistics managers to ensure that the information entered into the system is as accurate and up-to-date as possible. RITA has been designed to guarantee that it is adaptable enough to accommodate the widest range of operational contexts while maintaining enough of a standard to meet global accountability and reporting requirements.

The standard established for a **request** is the **Service Request Form or SRF**. Once completed, submitted, and agreed to this **request** will correspond exactly to the "Consignment" entered and tracked in RITA.

RITA is a consignment tracking, NOT a commodity tracking system. For a request to be entered into the system and tracked as a consignment it has to have the following minimum requirements:

- Indication of the service requested (transport or storage);
- Name of organisation requesting the service (including Sender/Consignor and Receiver/Consignee);
- Specific location(s);
- Details of the cargo (including weight, volume and value).

A country or operation will normally have their own RITA project established with multiple RITA site operators responsible for customer or other delivery locations. RITA restricts permissions to users based on their operational requirements. There are specific permissions for project managers, hub/operators and reporting privileges. HQ-based administrators retain global responsibilities for support.

IM officers can obtain credentials and training to access RITA and create reports.

Basic operational reports include information on:

- Number of users, number of consignments, releases to date, number of consignments by month, top released items, consignments amounts by status, releases amounts by month, top organisations we released to, transport amounts by transport mode and released amounts by location.

More detailed reports can be produced with information including:

- Transport overview, storage overview, consignment overview, closed services, location activity, consignment planning, customer consignment reports, and project locations.

All data can be exported into Excel, allowing IM officers to generate customised reports capturing operationally specific information not normally available in standard reports.

For additional information, enquiries about available trainings or guidance on incorporating RITA into internal processes, please contact the project support desk at: rita.global@wfp.org

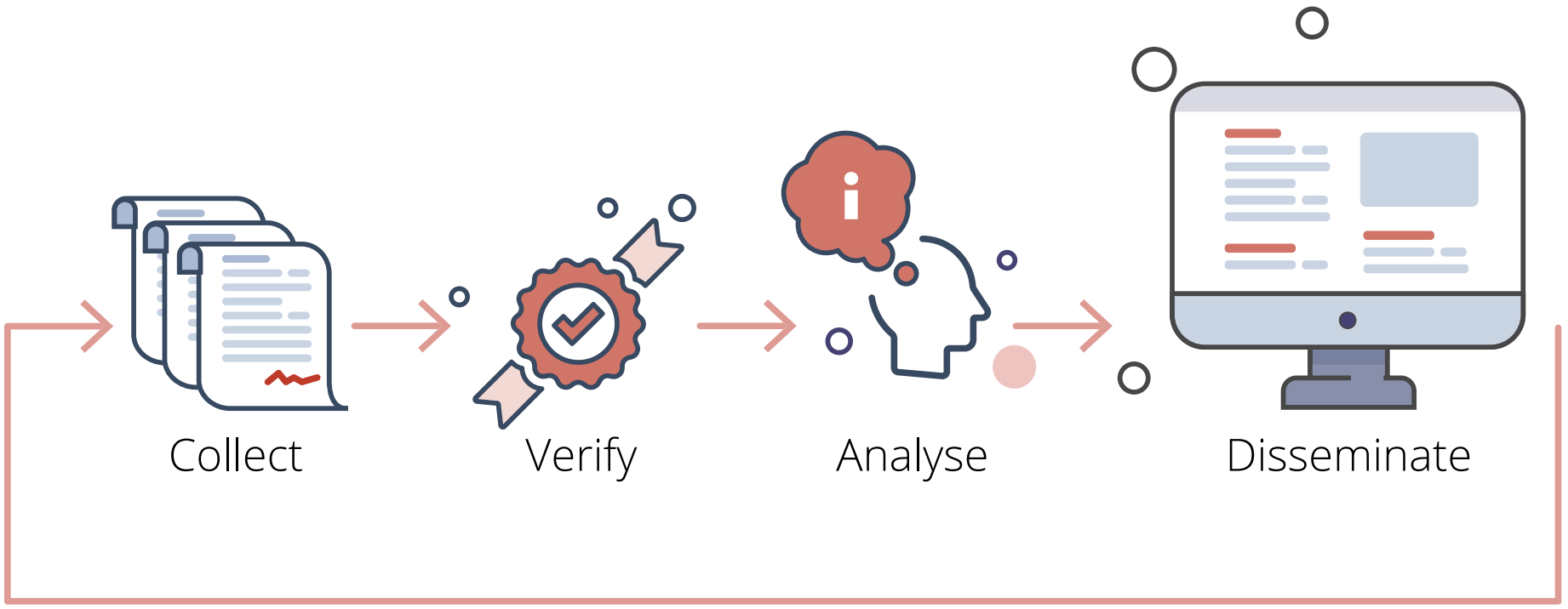
What is Information Management?

Information Management (IM) involves the collection, processing, analysis and dissemination of information.

IM officers can be presented with a large amount of information coming from the operating environment and from multiple sources such as cooperating organisations, media outlets and authorities. This information needs to be filtered and consolidated: unverified, non-relevant information has to be discarded while relevant information should be consolidated and analysed. Once the information has been made digestible for the Logistics Cluster's target audience it can be disseminated in the form of snapshots, guidelines, maps, infographics, etc.

The goal is for information to be readily available and accurate to allow different audiences, from emergency responders, to donors, to humanitarian logisticians, to make informed decisions based on a clear picture of the situation, the context and the operational constraints.

The Logistics Cluster applies the Information Management Cycle:



Information Management Methodology

The first step in IM is the **collection of operational information**. For IM officers it is essential to be proactive and seek information, liaising with key actors, but also going out of the office to observe the humanitarian logistics situation first hand. It is also important to build, maintain and extend a strong network of sources and contacts.

With plenty of information circulating in an emergency, it is essential that IM officers gather data and distinguish between crucial, relevant data and redundant information. Examples of key information are:

- Overview of ongoing logistics activities (facilitates sharing of capacities and assets)
- Logistical challenges, gaps and bottlenecks encountered by organisations (helps others to avoid similar issues and duplication of efforts)

The next step in Information Management is **verification**. Once the information is collected and categorised, IM officers need to confirm its validity and accuracy and to include data sources. Non-verified information is inefficient and in some cases can be detrimental to staff and/or operations. As information is often time-sensitive, it should always be dated.

For logisticians, figures are important. IM officers need to verify any figure they use for reporting or when sharing operational information and keep the units of measurement consistent (for more details see the "Writing and Editing Guidelines"). All figures shared need to be validated to ensure other organisations are able to rely on them for operational planning.

The Logistics Cluster provides factual logistics information for organisations involved in the emergency logistics operations for the benefit of people in need. Reliable and timely information saves lives.

If information cannot be verified it can still be shared, but it needs to be clearly stated that it is unconfirmed, possibly also including the source. IM also entails the **analysis and contextualisation of operational data and the packaging of information**.

An accurate and effective analysis of 'raw' or unprocessed information is key to adding value and to ensure it is fit for purpose and tailored to the right audience. It is important to put operational information into context and provide the background information necessary to understand it, while at the same time focusing on the most relevant and up-to-date information.

Written documents are the most common way to disseminate information, however some information is more effectively shared visually with the support of maps, graphics or photographs.

Another key element to consider when analysing and contextualising data is the target audience. The Logistics Cluster has a wide range of audiences, including logistics officers in the field and in headquarters, WFP staff such as the Emergency Coordinator, organisations involved in the response operation, governments, donors, media and the general public. As a result, the Logistics Cluster has developed a range of IM products targeted to different audiences. The IM Officer should consider the primary audience and select the right IM product before starting to write down or visually present the information. Adopting the right language, and matching tone and style, is key to ensuring that the audience can understand and use the information.

Logistics Cluster operations take place in response to natural hazards, both sudden and slow onset. The Logistics Cluster is also active in countries that are experiencing armed conflicts. In these instances, the IM Officer must take extra care when selecting, analysing and disseminating information, and in identifying audiences. Sensitive data that the IM Officer might acquire may not be for dissemination or publishing on the cluster website. Furthermore, it might be necessary to obtain a series of approvals from the Country Director (other than approvals from the Logistics Cluster Coordinator and Head of Supply Chain) before pictures, infographics and maps can be published. Detailed information regarding Logistics Cluster meeting venues and names of focal points is also sensitive and may not be suitable to publish. These details will be shared directly with participating organisations by the IM Officer through the mailing list. Organisations wishing to attend meetings (and not already on the mailing list) can contact the IM Officer or the Cluster Coordinator whose contact details appear on the website. The Logistics Cluster does not report on security developments but rather focuses on their logistical implications e.g. road X is not viable. Organisations asking for information regarding security developments need to be referred to UNDSS.

It is important to take into consideration whether the Logistics Cluster has been formally activated by the Humanitarian Coordinator and documents can be published, or if instead it is a "silent activation", acknowledged and endorsed by national authorities but not broadcast outside of the humanitarian community in-country. In this case, documents are shared only among responders and direct stakeholders and are not published on the Logistics Cluster website.

Another possible scenario is that the activation is not formalised but logistics support is needed. In this case the operation is led by a Logistics Sector or Working Group whose activities are agreed upon by national authorities. Different templates and logos apply to IM products for these operations.

Examples of information for different audiences are:

- Technical aspects - detail how the operation is set up, how organisations can access services facilitated by the Logistics Cluster, and logistical gaps and constraints. These are included in IM products such as Situation Updates, Snapshots, technical assessments or the Standard Operating Procedures (SOPs). Access constraints such as impassable roads, landslides and flooded areas are better displayed through maps.
- Details of the operational activities - defined according to the monitoring and evaluation framework established in the project documents and are used to report to donors to demonstrate achievements and support funding requests.
- Highlights - used in external and internal communications to help mobilise resources and raise awareness. Highlights can be used in monthly, quarterly or ad-hoc Operation Overviews, in blog posts or on social media channels.

Developing a common operational picture of logistics operations in-country and at regional level is essential for identifying gaps, but the information available is dependent upon what organisations are willing to share. The greater the exchange of information, the greater the opportunity for all to benefit from it.

The final step of Information Management is the **dissemination of information**.

IM products can be posted on the webpage dedicated to each Logistics Cluster operation by the Global Logistics Cluster team based in HQ, or can be shared directly by the IM Officer through dedicated mailing lists. Furthermore, information is shared during the Logistics Coordination Meetings convened by the Logistics Cluster Coordinator, the global teleconferences convened by the Global Logistics Cluster, as well as bilaterally via phone or mail.

In contexts where connectivity is an issue, alternative solutions can be adopted such as bilateral meetings or working groups reporting to the Cluster Coordinator. In addition, alternative solutions can be set up to share operational information such as a Skype group, a WhatsApp group etc. It should be noted that groups such as these are more difficult to moderate and are not suggested for security sensitive contexts.

These types of groups can also be a valuable tool to collect information, especially during sudden onset emergencies where there are large volumes of unofficial and unverified information being shared. It should however always be remembered that this information should be verified prior to sharing through official channels.

OPERATIONS
Transport, Storage, Fuel Provision etc.
WHAT
WHERE
WHEN
WHO
COLLECTION
CONSOLIDATION
& ANALYSIS
HOW
DETAILS
HIGHLIGHTS
OPERATIONAL INFORMATION SHARING
REPORTING
COMMS

Logistics Cluster website

The main dissemination platform for the Logistics Cluster is the website www.logcluster.org, managed by the Global Logistics Cluster Information Management Unit. All operational information produced using Logistics Cluster templates at operational level should be reviewed and published on the website by the Global Logistics Cluster before it is shared.

Information to be published should be sent to HQ IM at:

hq_im_rome@wfp.org

The Global Logistics Cluster will aim to publish IM products within 24 hours. Please refer to Clearance Procedures below for more details.

Mailing lists

At operational level, the IM officer is responsible for managing operation-specific mailing lists. Members of the lists are usually the organisations attending the Logistics Coordination Meetings and working on the response operation. Only the IM Officer or the Logistics Cluster Coordinator should send messages to the mailing lists.

The use of a mailing list for each operation is mandatory for accountability, accessibility and to ensure consistency when the IM Officer changes. It also ensures the lessons learned and audit processes can access all operational information that was shared.

Information received from other organisations is usually compiled in a daily or weekly digest format, or sent from the IM Officer's own email, on behalf of other organisations. Messages sent to the mailing list are typically cleared by the Logistics Cluster Coordinator and include operational logistics information, any new documents published on the website, services available and invitations to coordination meetings. A detailed description of how to use the mailing list is available below.

The operation-logs mailing list system is operated via email commands.

The management of the mailing list system is the responsibility of the Global Logistics Cluster, including the setup of a new mailing list at the beginning of the operation. The IM Officer at operation level is responsible for providing the contact details for members, to maintain an updated list and to delete subscribers once they have left the operation.

At the start of an operation, contact details of relevant focal points can be requested from:

- OCHA, who maintains a list of all humanitarian organisations registered in-country.
- WFP, who, if already established in the country, may have a list of relevant humanitarian organisations.

Once contact details have been collected, the IM Officer should send the list to the Global Logistics Cluster IM team who will create or update the mailing list as required. Going forward the mailing list is then managed by the IM Officer.

The below commands can be used to send and release messages, to add people to the mailing list, to remove them and to extract the recipients list.

For questions, support requests and other information please contact HQ IM at: hq_im_rome@wfp.org

FAQ

List address

Operation-logs@logcluster.org

[Operation is the operation unique name, e.g. Iraq, Yemen…]

List address

Operation-logs-request@logcluster.org

Each mailing list will have an administrator, set by default to the field IM Officer by HQ but with the possibility to include the Cluster Coordinator and additional staff as required. Each operator has an individual password to release messages which will be provided by the Global Logistics Cluster.

Below is a list of commands to manage the mailing list. Please note that the subject of the email is not relevant and should be left empty. Please also note that the commands should always be sent as text without formatting or hyperlinks.

Mailing list commands:

1. Sending and releasing a message to the list:

Messages to the mailing list are to be sent to:
Operation-logs@logcluster.org

Anyone can send messages to the list, however when a list has the 'moderation' function activated, the list administrators have to release the email for it to be sent to all subscribers.

To send an email from the mailing list address to all mailing list subscribers the IM Officer will therefore have to:

a) send the draft message to: *Operation*-logs@logcluster.org

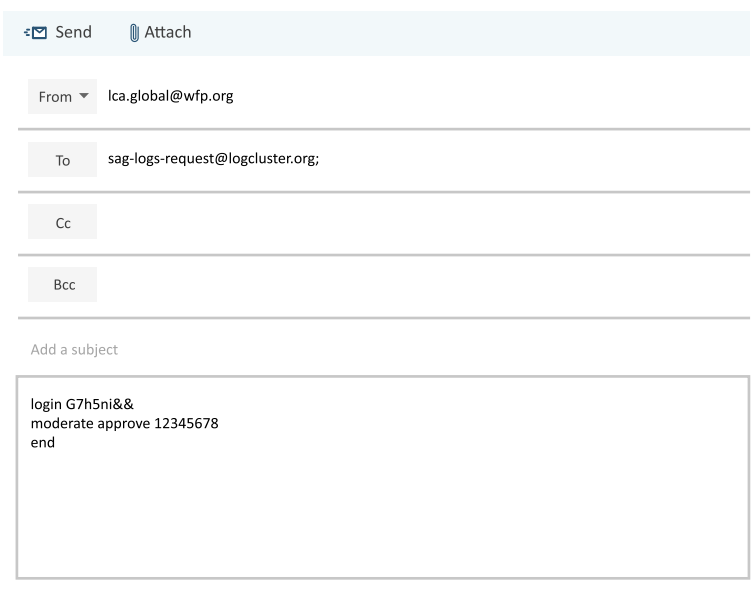
Within minutes of sending the draft message, the administrators will receive an email containing the draft message. The subject line of this email will be preceded by:
[MODERATE-12345678] where 12345678 is the message number (this number is unique for each message);

b) release the message to all the subscribers to the list by sending an email to: *Operation*-logs-request@logcluster.org

the email content will be as following:

- **login password [password as provided by HQ IM]**
- **moderate approve 12345678 [12345678 will be the message number]**
- **end**

Please note that the subject of the email is not relevant and can be left empty.



In the above example your personal password is: G7h5ni&& and the moderation code received 12345678 and the name of your operation sag-logs

Adding subscribers to the list:

To add subscribers to a list, the IM Officer, as the administrator, has to email the following address:

Operation-logs-request@logcluster.org

With the following contents:

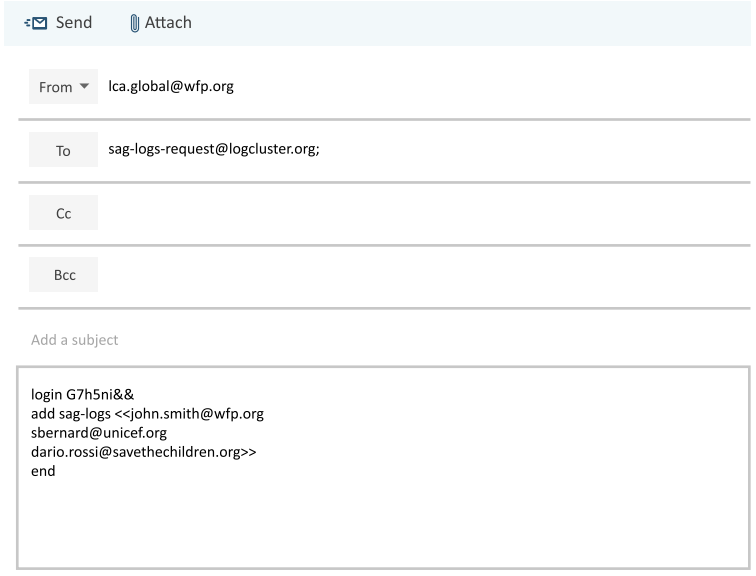
- **login *password***
- **add *Operation*-logs «*email address to add***

***email address to add* (one address per line)»**

- **end**

Please note that the subject of the email is not relevant and can be left empty.

Please also note that the end and the << and >> are mandatory before the first email address and after the last.



In the above example your personal password is: G7h5ni&& and the name of your mailing list sag-logs

Removing subscribers from the list:

To remove subscribers from a list, the IM Officer, as the administrator, has to email the following address:

Operation-logs-request@logcluster.org

With the following contents:

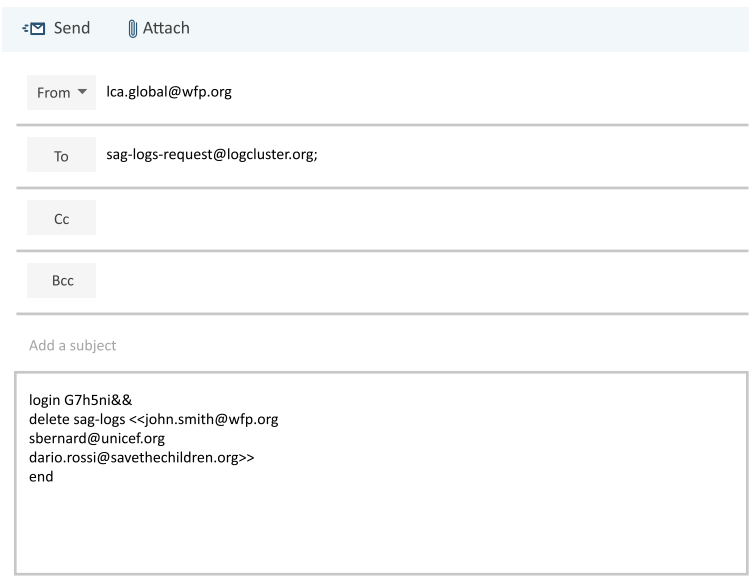
- **login password**
- **delete Operation-logs «email address to add**

email address to add (one address per line)»

- **end**

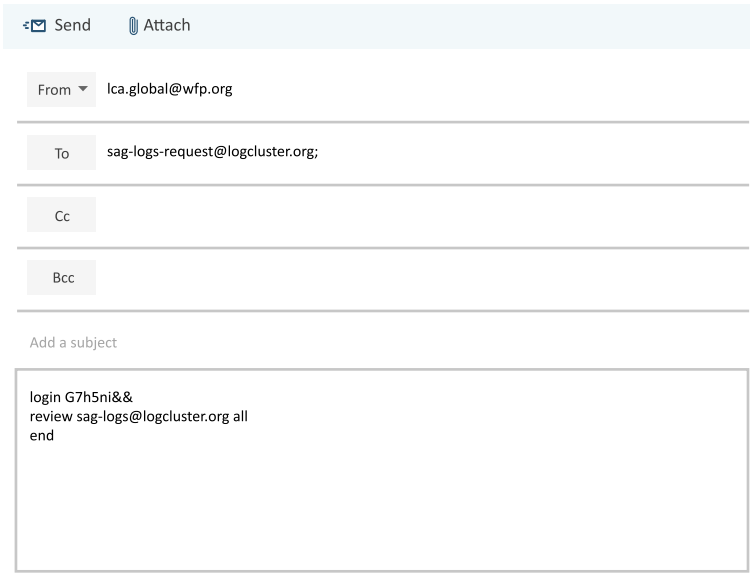
Please note that the subject of the email is not relevant and can be left empty.

Please also note that the end and the << and >> are mandatory before the first email address and after the last.



In the above example your personal password is: G7h5ni&& and the name of your mailing list sag-logs

Receiving a list of subscribers:



In the above example your personal password is: G7h5ni&& and the name of your mailing list sag-logs

IM Products

The main IM products that are required in any Logistics Cluster operation are:

- Concept of Operations
- Standard Operating Procedures
- How to Access Common Services
- Situation Update and input for WFP and OCHA reporting
- Maps
- Snapshots
- Operation Overview
- Photos
- Infographics
- Blog Posts

In addition there is a possibility to post a short message (a '*red alert*') directly on the operations page. This is meant for a small piece of information that should be highlighted i.e. a closed road, a damaged bridge or other logistics constraints that are relevant for humanitarians working in the country. If the message is less operationally urgent it can be posted as a '*blue alert*' and act as an information source for partners.

Furthermore, IM officers are often required to produce:

- ACR (Annual Country Report) or the Standard Project Reports (SPRs), as part of WFP reporting[2]
- Funding and Project Applications to Flash Appeals and other funding mechanisms
- Input to Interim Country Strategic Plan (iCSP)/Country Strategic Plan (CSP)/ Limited Emergency Operations (LEO) or Project Proposals for Special Operations (SOs)[3]
- Surveys

FAQ

The tables below details who is responsible for inputs to these IM products, the target audience, frequency, content, purpose and dissemination. Following is an outline for each product, including suggestions on content and basic phrases and links to examples of published products.

Templates for all IM products are available at: www.logcluster.org/templates | To obtain the password to access the page contact HQ IM at: hq_im_rome@wfp.org

[2] The SPR will phase out and be replaced by the ACR in all countries by 2018/2019
[3] SOs will phase out in all countries by 2018-2019

Target audiences of Logistics Cluster IM products	
Logistics Cluster Staff:	Any staff assigned to work for the Logistics Cluster, either at country level, or in the GLCSC.
Logistics Professionals:	Humanitarian logistics professionals with operational responsibility in an area where a Logistics Cluster is providing Coordination, IM, or facilitating logistics services.
Donors/Global Partners:	Personnel in donor agencies, I/NGO offices, or other UN agencies with some responsibility for the operation in question, but with minimal logistics experience, both inside and outside the immediate area of operations.
Global Stakeholders:	A broad range of stakeholders at all levels; individuals both inside and outside the humanitarian logistics community, who may or may not be familiar with the area of operations.

Product Overview

FIELD IM PRODUCTS

		Target Audience			Content Guidelines	Purpose of document			Method of Dissemination		
		Logistics Cluster Staff	Logistics Professionals	Donors/ Global Partners		Collect, analyse & disseminate logistics information	Monitor, evaluate & report on the performance of the Logistics Cluster	Identify and mobilise resources.	Website	Social Media	Email
Operational Information	**Concept of Operations**	X	X	X	Details of the operational set-up, services facilitated, & procedures for accessing those services.	Develop and maintain common logistics operational plans.			X	X	X
	Standard Operating Procedures	X	X			Provide information related to accessing services.			X		X
	Service Overview and Forms		X			Provide documentation related to accessing services.			X		X
	Snapshot	X	X			Gather and share logistics capacity information/assessments.			X		X
	Schedules		X			Provide information related to accessing services.			X		X
	Events		X	X	Times and dates for important upcoming events: meetings, deadlines (i.e. SRF), trainings, workshops, etc.				X		X
	Situation Updates	X	X	X	Detailed and specific logistics information that is important to humanitarian organisations conducting operations and/ or programmes. It should be focused, clearly related to operational activities, brief, and as up-to-date as possible.	Identify logistics gaps, bottlenecks or duplications in all the logistics operations.			X		X
	Maps	X	X	X		Gather and share logistics capacity information/assessments.			X	X	X
	Assessments	X	X			Gather and share logistics capacity information/assessments.			X		X
Reporting	**Meeting agenda/ minutes**	X	X	X	Reports on activities conducted that provide record of events, or a comprehensive overview of the operation within a particular timeframe. These documents are past-focused, presenting an overview of activities conducted by, or on behalf of, the Logistics Cluster to date.		Document discussions and decisions.		X		X
	Operation Overview		X	X			Provide an overview of Logistics Cluster activities conducted within a specific timeframe.		X	X	X
	RITA-Generated Reports	X		X			Provide follow-up and statistics to the users of services.				X
	Annual Country Report (ACR)			X			Report on the work plan, specific terms of reference, and indicators.		Dedicated WFP platform		X
	User Survey Results	X		X			Report on the work plan, specific terms of reference, and indicators.		Communicated in meetings and included in Lessons Learned Exercises		
Communications	**Photo/Video**			X	Stories highlighting Logistics Cluster operations, key activities with partners, or important achievements. Focused on a key message.			Increase awareness of the Logistics Cluster activities.	X	X	
	Blog			X							
	Infographics		X	X	Operations Overview: Overview of key activities of the operation		Provide an overview of Logistics Cluster activities conducted within a specific timeframe.	Increase awareness of the Logistics Cluster activities.	X	X	X
					Process Overview: How to access services	Provide information related to accessing services.					
Administration	**Staffing Schedule**	X			Internal documents used by WFP and the GLCSC to support and manage field operations. These documents should be up-to-date, and maintained online to accommodate staff turnover and provide easy access to allow for support from HQ.		Report on the work plan, specific terms of reference and indicators.		N/A		
	Handover Report	X					Report on the work plan, specific terms of reference and indicators.		N/A		
	Contacts List	X					Report on the work plan, specific terms of reference and indicators.		N/A		
	SO Documents	X		X				Regularly communicate with donors.	WFP Website		
	Consolidated Operations Plans	X		X	Logistics Cluster inputs for the common funding requests compiled through the HC/ HCT.			Regularly communicate with donors.	N/A		

Input types by source of information

IM PRODUCTS

		Logistics Cluster			UN Structure			External		
		Logistics Cluster Coordinator	Logistics Officer	RITA Operator	OCHA	WFP GIS	WFP Supply Chain	Humanitarian Community	Government	Media
Operational Information	**Concept of Operations**	Ops info, constraints and Ops Structure	Ops info, constraints and Ops Structure (LCA info)		Regional needs, priorities	ConOps Map	Available services and assets	Areas of Ops. Needs	Regulations, Restrictions, Needs	
	Standard Operating Procedures (SOP)	Ops structure and adaptions	Ops structure and adaptions				Ops structure and adaptions	Areas of Ops. Needs	Regulations, Restrictions, Needs	
	Service Overview and Forms	Communication procedures	Services available	RITA accessability, general info			Ops structure and adaptions			
	Snapshot	Services available and how to access	Services available and how to access	General info						
	Situation updates	Situation, Restrictions, Assessment info	Situation, Restrictions, Assessment info	Available storage info (etc...)	Situation, Restrictions, Assessment info		Situation, Restrictions, Assessment info	Restrictions, Observations	Regulations, Restrictions,	Secondary source
	Maps	Content locations	Content locations			Templates, General Layout and Maps	UNHAS services and maps	Access constraints observations	Access constraints observations	Secondary source
Reporting	**Meeting agenda/ minutes**	Talking points and meeting discussion					Meeting discussion	Meeting discussion	Meeting discussion	
	Operation Overview	Updates and situation changes	Updates and situation changes		Situation, Restrictions, Assessment info		Updates and situation changes	Updates and situation changes	Updates and situation changes	
	RITA-Generated Reports			Reports figures and numbers						
	Annual Country Report (ACR)	Details on achievements	Details on achievements	Reports figures and numbers			Details on achievements			
Communications	**Infographic (Operation Overview)**	Services available and use to date	Services available and use to date	Reports figures and numbers			Services available and use to date			
	Infographic (Process Overview)	Services available and how to access	Services available and how to access	Reports figures and numbers					Regulations, precudures	
Administration	**Handover Report**	Activities Open Tasks	Activities Open Tasks	Activities Open Tasks			Clearance			
	iCSP/CSP/LEO	Ops info, constraints and Ops Structure	Ops info, constraints and Ops Structure		Regional needs, priorities		Ops info, constraints and Ops Structure	Areas of Ops Needs	Areas of Ops Needs	
	Consolidated Operations Plans (CAP, CERF, etc.)	Ops info, constraints and Ops Structure	Ops info, constraints and Ops Structure		Regional needs, priorities			Aeas of Ops Needs		

Concept of Operations (ConOps)

AUDIENCE	Logistics officers in-country and at global level; donors.
PURPOSE OF DOCUMENT	Develop and maintain common logistics operational plans; accountability; outlining Logistics Cluster activities based on logistics gaps and bottlenecks identified together with partners.
DISSEMINATION	Logistics Cluster website, mailing list, social media.
FREQUENCY	First version shared with partners for endorsement during the coordination meeting within 36 hours of operation and published on the website, updated as needed.
INFORMATION SOURCE	The Cluster Coordinator and logistics officers, in collaboration with other humanitarian organisations and actors, design the operational concept and identify operational logistics gaps and bottlenecks which are affecting the ability of the humanitarian community to deliver relief items. UNHAS, WFP Engineering, UNHRD and other WFP entities provide concepts on additional service provision (passenger and cargo transport, pipelines, etc.).
CONTENT	Background – brief summary on the emergency and situation development, quoting figures of affected population (from OCHA documents where possible) and the Logistics Cluster mandate/activation. Logistics Gaps and Bottlenecks – brief analysis of the current logistics situation, infrastructure shortfalls and logistical gaps and bottlenecks with respect to transport mechanisms and operational needs. Objectives on Coordination, Information Management and Services – coordination structure, coordination entities (Cluster Coordinator, Civ-Mil Coordinator etc.), locations of coordination infrastructure, coordination sub-divisions, districts and responsibilities, offered IM services (such as maps and other IM products) and focal points, common service facilitated (storage, customs support, road, air, sea/river transport, or alternative transport methods such as porters or airdrops), cargo tracking (RITA). Map – core part of the document is the ConOps map, which shows the spatial distribution and locations of operational hubs and available common services.
PHRASES	*"As 'Provider of Last Resort', WFP, through the Logistics Cluster, is responsible only for providing logistics services that fill identified gaps in logistics capacity, where access and funding permit and where these gaps limit the ability of the humanitarian community to meet the needs of the affected population."*

www.logcluster.org/document/concept-operations-nepal-26-april-2015

Standard Operating Procedures (SOPs)

AUDIENCE	Logistics officers in-country.
PURPOSE OF DOCUMENT	Provide reliable information on how to access logistics services on free-to-user or cost-recovery basis.
DISSEMINATION	Logistics Cluster website, mailing lists.
FREQUENCY	Released as soon as services are defined and updated as needed.
INFORMATION SOURCE	RITA operator, other WFP entities (UNHAS, UNHRD etc.), Logistics officers.
CONTENT	This document provides detailed information on how to access services facilitated by the Logistics Cluster in an operation. It clarifies service request mechanisms, focal points and requirements, outlines responsibilities, liabilities and aims to ensure impartial access to logistics services. If cargo is lost or stolen, the SOPs serve as a "contract" between the service user and the service provider. Updated and accurate SOPs are therefore very important. The services available and the conditions under which the services are provided depend on the needs of the participating organisations and on the availability of commercial services (or lack thereof) in the country/area of operation. The SOPs also determine if services are offered on a cost recovery basis, which other fees or charges may apply or if services are free-to-user. The SOPs do not usually include details such as the storage capacity by location but instead list the locations where storage is available, as this may be subject to change.
PHRASES	*"The objective of these services is to enable responding organisations to establish an uninterrupted supply chain that supports the delivery of humanitarian relief items to the affected population. These services are not intended to replace the logistics capacities of other organisations, nor are they meant to compete with the commercial market. Rather, they are intended to fill identified gaps and provide a last resort option in case other service providers are not available."*

logcluster.org/document/standard-operating-procedures-yemen-transport-temporary-storage-april-2016

How to Access Common Services- Service Overview

AUDIENCE	Logistics officers in-country.
PURPOSE OF DOCUMENT	Overview document, provide documentation related to accessing services, summarising access and focal points for accessing logistics services.
DISSEMINATION	Logistics Cluster website, mailing lists.
FREQUENCY	The How to Access Common Services document is usually only published in complex operations in which several services are offered. It offers a quick overview of the services available and displays the links to the detailed request forms, the SOPs and the locations where services are available. The document is updated as needed.
INFORMATION SOURCE	Contact list, WFP entities (UNHAS, UNHRD etc.), focal points, RITA operator.
CONTENT	Facilitated logistics services as indicated in Standard Operating Procedures, contact details of focal points and links to documents for service requests, no additional information on services. Box-layout for different types of services, one page summary.
PHRASES	*"The Logistics Cluster activities aim to ensure that the humanitarian community has access to sufficient logistics services and to facilitate the uninterrupted supply of life saving relief items to the affected population."*

www.logcluster.org/document/service-overview-snapshot-haiti-october-2016

Situation Updates & inputs for WFP and OCHA reporting

AUDIENCE	Logistics officers in-country and at global level; donors; humanitarian responders.
PURPOSE OF DOCUMENT	Identify logistics gaps, bottlenecks or duplications in all the logistics operations. Documents, discussions and decisions regarding the operation.
DISSEMINATION	Logistics Cluster website, mailing list.
FREQUENCY	Daily at the onset of the emergency normally for the first two weeks, decreasing to three times twice a week in the following two weeks. Then weekly/monthly depending on the emergency and relevant developments.
INFORMATION SOURCE	Logistics officers and Cluster Coordinator.
CONTENT	The Situation Updates should inform the humanitarian community about the latest developments regarding the emergency and the operations, i.e. identified logistics gaps and bottlenecks, access constraints, up-to-date information on services available and procedures. On the basis of the information gathered and cleared for the situation update, inputs are shared with WFP and OCHA on an agreed schedule (normally daily for the first two weeks of the emergency). It is the decision of WFP Country Office whether consolidated inputs will be shared with OCHA by the WFP Reporting Officer or directly by the Logistics Cluster IM Officer.

www.logcluster.org/document/situation-update-26-october-2014

Maps

AUDIENCE	Logistics officers in-country and at global level; donors; humanitarian responders.
PURPOSE OF DOCUMENT	Visualise spatial order of information, locations, paths and spatial data. Particularly relevant for situations where accurate maps do not exist, or when regular maps no longer represent the current geographical and infrastructure status.
DISSEMINATION	Logistics Cluster website, mailing lists, coordination meetings (hard copy), social media.
FREQUENCY	The Concept of Operations map is produced together with the ConOps document. Access constraints maps are produced as soon as the information is available and frequently updated to ensure relevance. Other maps, such as general logistics planning maps, are produced as needed.
INFORMATION SOURCE	Global databases (WFP GeoNode etc.) for background data storage and processing. WFP GIS unit. Field data with spatial information (coordinates linked with information), physical addresses and locations (villages, airports, mountain-valleys, ridges, mountain-passes). Open street maps and external databases. Information from organisations, such as access constrains and common storage space provided.
CONTENT	Visualises operational concepts, logistical paths and routes expressed in maps for strategic planning purposes, following a Logistics Cluster global layout and designed to streamline information presentation and readability. Includes and expresses remote sensing, surface and population-density analysis and other geographical information analysis for ad-hoc situations. Constraints in access to affected regions based on organisations input and assessments (landslides, flooded areas, etc).
PHRASES	*"This map is a live document. Participating organisations are invited to share with the Logistics Cluster updated information on access constraints, completed with accurate GIS coordinates (when available), so that the map can be updated accordingly and circulated."*

www.logcluster.org/map/concept-operations-map-south-sudan-september-2016

Snapshots

AUDIENCE	Logistics officers in-country; media.
PURPOSE OF DOCUMENT	Gather and share logistics capacity assessment information; detail procedures.
DISSEMINATION	Logistics Cluster website, mailing list.
FREQUENCY	As needed.
INFORMATION SOURCE	Logistics officers, Cluster Coordinator, RITA Operator, other organisations.
CONTENT	Detailed and specific information for conducting operations on fuel, storage, or the conditions of ports, road conditions, airports and other transport infrastructure. Snapshots can also offer details on the customs procedures or any other guidance required to be accessible to the humanitarian community. Brief but structured picture on current situation/update with respect to logistical functionality. Usually short half-life of information, high turnover of provided information, therefore needs to be revised as needed.

www.logcluster.org/document/nepal-customs-snapshot-20-july-2015

Meeting Minutes

AUDIENCE	Logistics officers in-country and at global level; management of humanitarian organisations; donors.
PURPOSE OF DOCUMENT	Document discussions and decisions within the operation.
DISSEMINATION	Logistics Cluster website, mailing lists, coordination meetings (hard-copy), social media.
FREQUENCY	Immediately after each coordination meeting (and sent to HQ IM within 24-48 hrs of the meeting)
INFORMATION SOURCE	Logistics Cluster Coordinator, notes from the meeting.
CONTENT	Regular coordination meetings ensure accountability, inter-cluster coordination on priorities set for logistics services, and consultation on strategic decisions. Meeting Minutes document the main discussions, decisions, operational planning and key operational information discussed at Logistics Coordination Meetings. The minutes include information shared by organisations on operational objectives, logistical information and summary of action-points for follow-up. Minutes allow readers that did not attend the meetings to stay up-to-date with operational information and decisions made. Minutes are taken at each meeting, shared on the website and openly accessible. Information should be concise, while taking global accessibility into account. Avoid acronyms and jargon and give an indication of the position of locations mentioned (i.e. Qamishli in Al-Hassake Governorate (north-eastern Syria) is only accessible through airlifts). Meeting Minutes are among the most accessed and read documents of any operation.
PHRASES	*"The Logistics Cluster provides information, coordination and facilitates access to common logistics services for humanitarian organisations."*

www.logcluster.org/document/meeting-minutes-gaziantep-14-december-2016

Operations Overview

AUDIENCE	Logistics officers in-country and at global level; management of humanitarian organisations; donors; media.
PURPOSE OF DOCUMENT	Report on Logistics Cluster activities, providing an overview of Logistics Cluster activities conducted within a specific timeframe.
DISSEMINATION	Logistics Cluster website, mailing list, social media.
FREQUENCY	Monthly/quarterly/ad-hoc.
INFORMATION SOURCE	Information Management Officer, RITA Operator, Cluster Coordinator.
CONTENT	The Operation Overview provides a concise brief on the Logistics Cluster operation, structured by types of services (Information Management, Coordination, Storage, Air and Surface transport, by sea/river and alternative transports). In the Operation Overview, Logistics Cluster activities are highlighted, using photos, graphs and operational figures (such as number of convoys facilitated). This document serves as a source for operational quotes for the media. The Operations Overview can also provide information that should be highlighted for donors on accomplished milestones and targeted shortfalls and bottlenecks. The terminology is general, aiming for non-humanitarian actors and providing explanations on operational procedures.
PHRASES	*"The Logistics Cluster, when activated in an emergency, is responsible for providing logistics coordination, information management; and, where there is a gap in logistics infrastructure, WFP, as the lead agency of the Logistics Cluster, acts as a 'Provider of Last Resort' offering common logistics services to support the humanitarian community in their response operations."*

http://www.logcluster.org/document/syria-operation-overview-july-2016

Infographics

AUDIENCE	Logistics officers in-country and at global level; management of humanitarian organisations; donors; media.
PURPOSE OF DOCUMENT	Visualise information, operational overviews, operational concepts or procedures. Increase awareness of Logistics Cluster activities.
DISSEMINATION	Logistics Cluster website, mailing list, plotted on-site for meetings, social media.
FREQUENCY	Ad-hoc as needed, parallel to monthly overview.
INFORMATION SOURCE	Logistics Cluster team, RITA Operator (figures), Graphic Designer.
CONTENT	Common corporate design to present large scale, web-designed, high quality print products to link Logistics Cluster operational achievements with Logistics Cluster brand and corporate identity. We can differentiate between three types of overview: Infographics, Operation Overviews and Overviews that are specific to one service. Provides alternative, non-verbal and non-written presentation to be used for presentation, talks and meetings to present content to a broad audience.

www.logcluster.org/document/how-does-humanitarian-logistics-work-nepal
www.logcluster.org/document/hurricane-matthew-haiti-operation-overview-infographic-2-december-2016

Surveys

AUDIENCE	Logistics officers in-country
PURPOSE OF DOCUMENT	To collect feedback from partners on the quality, relevance, efficiency and effectiveness of Logistics Cluster activities and services in-country.
DISSEMINATION	Survey link shared with partners through the mailing list
FREQUENCY	Annual survey recommended and ad-hoc surveys done as needed. For sudden on-set emergencies, a survey should be done one month into the response and repeated at the end of the response.
INFORMATION SOURCE	Logistics Cluster team
CONTENT	The Global Logistics Cluster has a generic survey template which includes basic questions on how partners see the quality, efficiency and effectiveness of the services and activities provided. The draft survey will be shared with the IM Officer and Cluster Coordinator for review and approval. The survey can be adjusted to suit the context and ad-hoc surveys done on request. The survey will be closed as and when requested by the IM Officer and feedback will be shared with the IM Officer by HQ IM. The survey template with mandatory questions on performance can be found on the Logistics Cluster website in the templates section. These questions are used for annual reporting purposes and should not be edited.

Other Information Management Products

In addition to the standard IM products used in most Logistics Cluster operations, the following documents have been developed to cover the specific requirements of some operations. IM officers can take these examples for inspiration and work with HQ IM to tailor them to their own operation.

1. Ethiopia- Shipping Snapshot

PURPOSE	This document gives an overview of the performance of the major port serving Ethiopia, showing actual and planned cargo arrivals, daily discharges, types of commodities imported and a timeline of vessel arrivals. The snapshot helped organisations plan their operations by taking into account possible delays in cargo arrival.
LINK	https://logcluster.org/sites/default/files/shipping_snapshot_20170329.pdf

2. Nigeria – Coordination of Humanitarian Cargo Movement

PURPOSE	This snapshot gives a short but concise overview of the cargo movement service, showing the locations of truck movements consolidated by the Logistics Sector in northeast Nigeria. The document also has a graph with the chronological progression of the service since the operation started and the number of truck movements which required an escort. This is a good product for an operation that wants to highlight a specific service.
LINK	https://logcluster.org/sites/default/files/logistics_sector_nigeria_snapshot_coordination_of_humanitarian_cargo_movement_june_2018_180711.pdf

3. South Sudan – Transport Plan

PURPOSE	This document shows the planned air, land and sea movements facilitated by the Logistics Cluster during the upcoming month. It is a simple and effective document to let organisations know when to submit requests and necessary documents to participate in convoys, barge movements and air rotations.
LINK	https://logcluster.org/sites/default/files/logistics_cluster_south_sudan_transport_plans_180807.pdf

4. Yemen – Humanitarian Imports Overview

PURPOSE	This document gives a thorough overview of the imports facilitated by the Logistics Cluster, in addition to the food items imported by WFP. The overview is both a reporting product and an operational planning tool as it also shows in a chart average delays for vessels entering ports in Yemen.
LINK	https://logcluster.org/sites/default/files/yemen_imports_overview_july_2018.pdf

5. Madagascar – Preparedness Baseline Survey

PURPOSE	This infographic, designed for the Preparedness Project in Madagascar, was used to show the results of a survey in a simple and user-friendly way.
LINK	https://logcluster.org/sites/default/files/madagascar_preparedness_baseline_survey_infographic_web.pdf

6. Nepal – How does Humanitarian Logistics Work in Nepal?

PURPOSE	This infographic was designed to show Standard Operating Procedures (SOPs) in a simpler way than the traditional document. It describes the steps both organisations and the Logistics Cluster had to take to transport and store items during the emergency response.
LINK	https://logcluster.org/sites/default/files/nepal_humanitarian_cargo_flows.pdf

7. Nepal – Earthquake Response Infographic

PURPOSE	This infographic provides a detailed overview of the support given by the Logistics Cluster during the response, while also showing the requirements of the operation ahead of the monsoon season, such as transport assets and trail rehabilitation.
LINK	https://logcluster.org/sites/default/files/logistics_cluster_nepal_infographic_june_2015.pdf

8. Central African Republic – Cargo Destinations Interactive Map

PURPOSE	As an alternative to a static map, this interactive map shows the different types of aircraft servicing hotspots in Central African Republic.
LINK	http://unwfp.maps.arcgis.com/apps/webappviewer/index.html?id=8e10cff648254ffeb3b4f95ad9a4cbf8

9. Iraq – One-Stop Shop Snapshot

PURPOSE	This snapshot is a good example for reporting on customs-related topics. The document shows the details of the cargo customs-cleared by the One-Stop Shop in Iraq and the days it takes for requests to be cleared, helping organisations to plan their operations in advance.
LINK	https://logcluster.org/sites/default/files/logistics_cluster_iraq_oss_snapshot_dec_2016_to_april_2018_180612.pdf

Products on Unsolicited Bilateral Donations (UBDs)

1. Bangladesh – General Guidelines for Unsolicited Bilateral Donations (UBDs)

PURPOSE	This document explains the challenges posed by UBDs during emergencies when not properly managed. It outlines how to produce consistent communication on UBDs, who is responsible for managing them and the specific problems related to donations of food and medicine.
LINK	https://logcluster.org/sites/default/files/logistics_cluster_bangladesh_ubd_guidelines_180711_0.pdf

2. Pacific – UBD Project Infographic

PURPOSE	This infographic depicts how the UBD project is being communicated, the target regions and the timeline of activities. Additionally, it shows upcoming key activities of the project.
LINK	https://logcluster.org/document/pacific-ubd-communications-project-overview

Coordination Meetings

A key coordination activity of the Logistics Cluster in-country is to bring logisticians and relevant focal points together in a forum where information can be shared and discussed.

Meetings can be held as often as required (up to daily at the start of an emergency to monthly in an ongoing operation). The IM Officer should liaise with the Logistics Cluster Coordinator to decide on the date, time, location and agenda for the meeting. Once decided HQ IM should be notified of the date, time and location so they can update the operation page on the website and share a link with the IM Officer to be distributed to the mailing list. The meeting link includes the possibility for the recipient to add the meeting directly into their calendar on their computer or devices.

IM officers, in collaboration with the coordinator, can prepare a presentation (if relevant and/or required) to be shown during the meeting. In addition, IM officers should ensure that an attendance sheet (including name, organisation and contact details) and any relevant documents to be shared (maps, latest infographic, situation update etc.) are printed and ready for the meeting.

During the meeting, PowerPoint slides can be presented if required and meeting minutes should be drafted (see meeting minutes section).

General Advice

- Coordination meetings are forums for partners to share information on logistics gaps and bottlenecks. Information sharing and open discussion should be encouraged.
- Members of the press, military, commercial sector and donors should not attend coordination meetings. Instead, separate bilateral meetings should be organised if required.
- Clarify entrance requirements for participants arriving at the meeting venue and notify invitees beforehand if identification is required on arrival or should be shared before the meeting.

Social Media

Do good and talk about it

The different social media channels that the Logistics Cluster uses extend the network to the interested public. These channels reach a broad audience therefore reliability is key and only accurate and verified information should be used. Tweets and posts range from situation snapshots to announcements of upcoming events and meetings.

For social media activity from the Logistics Cluster account, information should be sent to the Global Logistics Cluster, which manages the Facebook (logcluster), Twitter (@logcluster), LinkedIn (company/logcluster) and Instagram (@logcluster) accounts. Best practice to submit content for Social Media is to provide as much information as possible in bullet points (including what might look like irrelevant background information). That way HQ IM can tailor the story in line with ongoing trends and campaigns to ensure higher engagement and visibility.

To post/tweet as an individual person, the WFP social media guideline must be followed, and it should be ensured that the social media activity is in line with the communication policy or key media messages of the WFP Country Office.

General Advice

- Think first before issuing a post or tweet.
- Quote your sources and give credit to external and internal staff, photographers and entities.
- Report on Logistics Cluster activities, newly released products and upcoming events.
- Treat a tweet or a post as an extension of your work to generate attention.
- Never criticise third parties, organisations or governments, including passively, by enhancing your activities and indicating the non-activity of others.
- Writing guidance also applies for social media publications.

Blog Posts

Stories and faces behind the scenes

Both the World Food Programme and the Logistics Cluster websites provide the opportunity to post humanitarian blogs. Posts highlight background stories on emergencies and activities and can be used to give a behind-the-scenes view of operations, or sketches on personnel and activities. Posts are meant to add a personal touch and emotions to link operational professionalism with faces and motivations. Posts featuring staff stories tend to reach a greater audience beyond the traditional Logistics Cluster audience.

General Advice

- Create an emotional link between the story and the audience.
- Avoid or explain acronyms and complex terminologies and provide the audience with some background.
- Touch on peoples' motivation.
- Do not make assumptions or criticise third parties, organisations or governments.
- Instead of highlighting beneficiaries critical situation ("starving-child-picture"), show efforts of offered assistance and benefits for beneficiaries.

www.logcluster.org/blog/vos-apollo-and-vos-theia-maritime-lifelines-flowing-through-waters-gulf-aden

www.logcluster.org/blog/success-story-pre-positioning-saved-lives-after-destruction-malakal-poc-site

Photos and Videos

Visualise the reality

Using photos can help to make operational information more accessible and appealing, ensuring that updates reach a wider audience and supporting communication at the operational and global level.

Every major activity should be captured with a photo or video.

Ideally the IM Officer should share two to four photos each week with HQ IM). HQ IM maintains a photo archive. Photos are used to populate the media gallery on the operation page, to complete social media and blog posts, for presentations, Operation Overviews and WFP communication products.

Videos require more skill but they are very popular on social media. Even short videos filmed with mobile phones can be edited and turned into interesting content so IM officers are encouraged to provide video material when possible. An example of what can be done with short, unedited videos is on the Logistics Cluster YouTube channel: https://www.youtube.com./watch?v=vHNZgiwDeG4

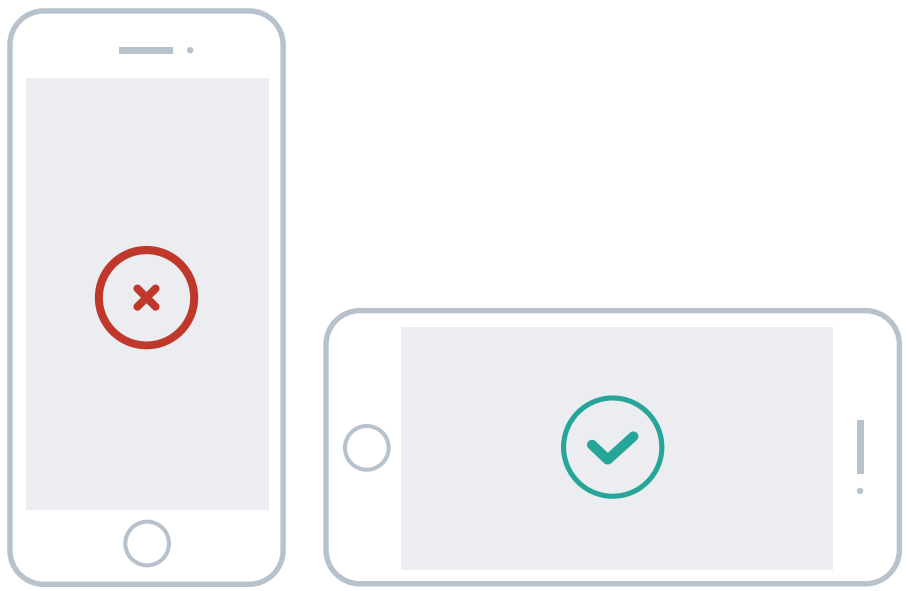
Sharing Photos

- To share photos or videos, upload them to your WFP OneDrive and send the link to HQ IM.
- Where there are several photos or videos of a single subject they should be put into one folder and named in such a way that it clearly indicates what they depict.

General Advice

- **Who, when, were, what:** Always give a description, including SOURCE/ PHOTOGRAPHER – DATE – LOCATION – DESCRIPTION. Describing pictures is important to know what the picture is about and to ensure that it can be used correctly in various information products. The description should be shared in the same file or email as the photos. Photos should be named individually. However, when a large number of pictures are being shared, the best five should be selected, re-named and provided with individual titles and a description.
- **Format:** Photos should be sent in their original format, ideally as a graphic compressed format like GIF or JPG. Formats such as BMP or TIIF are to be avoided as they are too heavy. The ideal size for web applications is 1024x768 pixels, about 100 to 200 kb.

- **Layout:** Use landscape NOT portrait when capturing photos or videos.



Portrait Orientation Landscape Orientation

- **Message:** Media content must show the solution, not the problem and should focus on the activities, achievements and people working on the response. Showing beneficiaries should be avoided, and showing them in moments of distress and vulnerability must especially be avoided.
- **Consent:** We must have consent from the people in photos and videos to use them in publications or online.

Visibility Items

When conducting events such as trainings or workshops, there may be a need to produce visibility items such as T-shirts, folders or stand up banners. For ad-hoc visibility items such as this, please send requirements to HQ IM who will help design and provide advice and feedback on logo, graphic and branding continuity. For day-to-day operations, standard Logistics Cluster visibility items can also by requested through HQ IM and if deemed cost efficient, these can be shipped from Rome.

Annual Country Report (ACR) / Standard Project Reports (SPRs)

AUDIENCE	WFP management, donors.
PURPOSE OF DOCUMENT	Assess progress of different projects against set targets focusing on outputs and outcomes.
DISSEMINATION	Password-protected section of the WFP website.
FREQUENCY	ACRs/SPRs are to be produced at the end of each calendar year for all Logistics Cluster/Sector Operations. They usually need to be finalised by the end of January.
INFORMATION SOURCE	Logistics officers.
CONTENT	Content for the reports is drafted by the IM Officer and cleared by the Cluster Coordinator and the WFP Country Director. ACRs and SPRs are corporate WFP products. Indicators, targets and final figures need to be inserted into a WFP tool called COMET.
GENERAL ADVICE	The Logistics Cluster IM Officer should liaise with the WFP IM Officer in the Country Office to ensure that s/he is included in the corporate reporting trainings that usually take place around October at Regional Bureau level.

Reporting Schedule

	Frequency				Target Audience	What is required from IM Officers?	Procedure
	monthly	bimonthly	quarterly	yearly			
GLC update (Highlights from Global Logistics Cluster teams, projects and activities; upcoming and past trainings; staff movements.)	X				Field coordinators & IM Officers	Updates on staff movements.	Four working days before the end of the month the IM Officer needs to update staff movements in the Staff Tracker in Teams which can be found here. The GLC update is sent by HQIM as an email the last day of the month.
Global overview dashboard (Captures holistic data of Logistics Cluster field operations to be used for internal and external reporting streams)	X				Senior management, partners, staff, donors, private sector, logistics professionals, academia	All operations must at least report on: "# organisations supported" and when services are activated, also on "# organisations using common services" and "# organisations providing common services". Other indicators: storage (mt/m^3); # MSUs made available to humanitarian organisations; transport (mt/m^3).	HQIM sends a reminder email at the beginning of the month. IM Officers to update the data in a spreadsheet in Teams which can be found here: https://wfp.sharepoint.com/:x:/r/sites/LogisticsCluster/_layouts/15/Doc.aspx?sourcedoc=%7B0b610a59-f350-4ad6-a788-e26edc9420c9%7D&action=default&uid=%7B0B610A59-F350-4AD6-A788-E26EDC9420C9%7D&ListItemId=3943&ListId=%7B58C05AC7-843A-40D0-945A-703A1A43893C%7D&odsp=1&env=prod
Training overview (Captures Logistics Cluster data on training to be used for internal and external reporting streams)	X				Senior management, partners, staff, donors, private sector, logistics professionals, academia	Update on number of trainings; number of people trained; number of participating organisations; number of male/female trainees; % of male/female trainees; locations.	HQIM sends a reminder email at the beginning of the month. IM Officers to update the data in a spreadsheet in Teams which can be found here: https://wfp.sharepoint.com/:x:/r/sites/LogisticsCluster/_layouts/15/Doc.aspx?sourcedoc=%7B87ca7e8c-dbac-463c-95fd-1b390083ffee%7D&action=default&uid=%7B87CA7E8C-DBAC-463C-95FD-1B390083FFEE%7D&ListItemId=3945&ListId=%7B58C05AC7-843A-40D0-945A-703A1A43893C%7D&odsp=1&env=prod
Organisations supported overview			X		Senior management, partners	List of all the organisations supported at country level and consolidated list of organisations. Full name of the organisations, including acronym when applicable, type (UNO, NNGO, INGO, IGO, OTH), specifying if they are service users.	HQIM sends a reminder email to request the information in January, July & October. IMOs to update the data in a spreadsheet in Teams which can be found here.: https://wfp.sharepoint.com/:x:/r/sites/LogisticsCluster/_layouts/15/Doc.aspx?sourcedoc=%7B69402f7c-8479-40d8-834b-8386611d64c3%7D&action=default&uid=%7B69402F7C-8479-40D8-834B-8386611D64C3%7D&ListItemId=3944&ListId=%7B58C05AC7-843A-40D0-945A-703A1A43893C%7D&odsp=1&env=prod
Global Newsletter (Communicates latest updates and achievements)		X			Logistics Cluster partners, donors, UN agencies, private sector, academia	Brief highlights including good news stories! Photos from the field can also be submitted. Example here: https://us8.campaign-archive.com/?u=8e4fcc0a1525bbf78cfe7d181&id=69ad2286a8	Pitch an idea (1-2 dot points), or GLC IM will be in touch regarding more information for a story.
Operations Update (Overview of the Logistics Cluster activities at country level, including achievements, challenges and financial requirements)			X	X	Senior management, donors, partners	Overview of operational achievements and challenges.	In mid-October, HQIM will send draft texts to the IM Officers (one pager). IM Officers will review/add/validate and send back in approximately one week. Ad-hoc requests for updates may be sent out to IM Officers in view of donors meetings, management briefings etc. HQIM will reach out with specific questions or to validate information and/or texts.
Annual report (Detailed annual report of all Logistics Cluster activities and operations globally including annual project highlights, plus key figures)			X		Senior management, partners, staff, donors, private sector, logistics professionals, academia	Overview of operational achievements and key indicators. Annual reports can be found on our website: https://logcluster.org	In early January HQIM will send draft texts to the IM Officers to review/add/validate. A shortened version of the texts will be used for the online Annual Report. IM Officers will be asked to validate the summary too.
Communications requests Ad hoc communications requests may be necessary to mark a certain day (i.e. World Humanitarian Day), an event, or if a wider communications campaign has been scheduled to feature a particular project				X	Senior management, partners, staff, donors, private sector, logistics professionals, academia	Imagery/video. Guidance will be provided. Example here: https://www.facebook.com/logcluster/videos/1882301465168105/	HQIM will contact IM Officers by email.

General Advice before producing any IM product

KEEP IT SIMPLE

Use as few words as possible to convey your message. Write in short sentences. Limit the use of adjectives and adverbs. Say what you mean and avoid jargon. Explain technical terms clearly if you have to use them.
Always spell out acronyms the first time you use them, i.e. Mobile Storage Unit (MSU).

SOURCE IT

All information included in a report should be sourced. Use and detail sources whenever possible.

GIVE AND GET FEEDBACK

Seek feedback on all products shared. Use audience surveys to assess the quality and relevance of the work conducted and make adjustments accordingly. Give feedback to those who provided information. Let them know what was useful and for what purpose.

REVISE

Any published document needs to be revised as part of a regular routine and updated with any operational changes. Outdated information or products need to be validated, renewed or filed.

UPDATE

Live documents such as the ConOps and Access Constraints maps need to be updated regularly as the operation evolves.

Funding and Project Applications

A common activity at the onset of an emergency is to estimate the requirements for the humanitarian response operation and mobilise donor funds accordingly. The IM Officer is normally asked to support this process by providing the required information.

A typical funding application is the Flash Appeal (covering the first six months of the emergency response):

- Issued in response to any major sudden onset disaster that requires a coordinated response (usually produced within 5-7 days).
- Triggered by a request from the Humanitarian Coordinator /Resident Coordinator with the Humanitarian Country Team.
- Should address UN and NGOs need for logistics support to address acute humanitarian needs.
- Developed ***simultaneously*** with the UN Emergency Response Fund (ERF) for immediate life-saving activities (first three months).

For further guidance on internal WFP reporting tools that can assist in gathering donor and funding information, please contact hq_im_rome@wfp.org.

Humanitarian Programme Cycle

The Humanitarian Programme Cycle (HPC) is an operational framework developed by the IASC in the context of the Transformative Agenda. It sets out the sequence of actions that should be taken to prepare for, plan, manage, deliver and monitor collective humanitarian responses. It applies directly to inter-agency responses, including system-wide Level 3 emergencies. Additional useful information on the topic can be found at the following link:

www.humanitarianresponse.info/en/programme-cycle/space

The HPC consists of five key elements:

1. Needs assessment and analysis;
2. Strategic response planning;
3. Resource mobilisation;
4. Implementation and monitoring;
5. Operational review and evaluation.

The Logistics Cluster IM Officer may be required to provide inputs for the different phases of the cycle.

The Humanitarian Response Plan (HRP) is prepared for a protracted or sudden onset emergency that requires international humanitarian assistance. The plan articulates the shared vision of how to respond to the assessed and expressed needs of the affected population. The development of a strategic response plan is a key step in the humanitarian programme cycle and is carried out only when the needs have been understood and analysed through the Humanitarian Needs Overview (HNO) or other joint needs assessment and analysis processes. The Logistics Cluster does not contribute to the HNO. The reason being that the HNO describes the humanitarian needs of the affected population, to whom the cluster does not provide direct assistance. The Logistics Cluster activities will however be included in the HRP, which describes how the responders will address the needs detailed in the HNO. Here it will be elaborated how the Logistics Cluster will support the humanitarian response. As part of the HPC, a Periodic Monitoring Report (PMR) might need to be produced up to twice a year to monitor the progress made towards reaching the objectives identified in the HRP.

The Logistics Cluster provides support to organisations responding to a humanitarian crisis, ensuing a natural disaster or a complex emergency, by coordinating the logistics response, sharing relevant information and, when necessary, by facilitating access to common logistics services. The cluster does not provide direct support to the people affected by the crisis.

The Humanitarian Needs Overview (HNO) focuses on the needs of people affected by a humanitarian crisis. However, it also considers some broader operational needs that must be met in order to provide assistance across the country, these include logistics needs. For this reason, the Logistics Cluster participates to the HNO. The Logistics Cluster HNO guidance can be found here: https://logcluster.org/document/hno-guidance

The Humanitarian Response Plan (HRP) describes how humanitarian responders collectively plan to address the needs identified in the HNO. The Logistics Cluster will therefore also contribute to the HRP detailing how to meet the operational needs described in the HNO and the support that it will provide to the humanitarian responders. The Logistics Cluster HRP template can be found here: https://logcluster.org/document/hrp-guidance

When the HNO and HRP are published, HQ IM should be notified so that a box containing the link can be added to the operation's page.

Standard paragraphs for HPC/OCHA documents

The below paragraph can be used when asked by OCHA to provide a paragraph on Accountability to Affected Populations

- Whilst the foundation of all humanitarian action continues to be the protection of affected populations, and all organisations should ensure accountability to the beneficiaries, the Logistics Cluster is a Service Cluster and does not have populations as the direct beneficiaries of its services/support, but rather the humanitarian community itself.

The below paragraph can be used when asked by OCHA to provide a paragraph on Gender Marker, Cross-Cutting Issues and Protection Mainstreaming

- Due to the indirect relationship with affected populations, and lack of population programmes, the Logistics Cluster's activities only indirectly impact beneficiaries and affect cross cutting issues.

The below paragraph can be used when asked by OCHA to provide a paragraph on Response Priorities

- The Logistics Cluster facilitates access to common services to all sectors involved in the xxx response to fill logistics gaps faced by the programmatic sectors, enabling them to implement sectoral response plans and reach people in need across the country. As such, the prioritisation of the Logistics Cluster activities is based on the needs of the humanitarian community as a whole.

Objectives and indicators for HRP and fund proposals

The cluster objectives used in the HRP document or requested by other donors in project proposals, etc. should always be in line with the Logistics Cluster's role and objectives as outlined in the appropriate WFP project documents.

Below are four standard examples of objectives and indicators:

OBJECTIVE 1

To facilitate common logistics services (including storage, overland transport, humanitarian convoys, transhipment support, contingency fuel storage, emergency airlifts)

OBJECTIVE 2

To establish and/or maintain a platform for logistics information sharing and coordination.

OBJECTIVE 3

To enhance capacity of humanitarian actors via dedicated logistics trainings.

OBJECTIVE 4

To support emergency preparedness.

ACTIVITY	INDICATOR	TARGET
Relates to SO Objective 1		
To facilitate common logistics services (including storage, overland transport, humanitarian convoys, transhipment support, contingency fuel storage, emergency airlifts)	Percentage of ConOps services requested are fulfilled.	85%
	Percentage of organisations that give a 'satisfactory' rating for the service provided.	85%
	Percentage of expenditure against approved budget.	75%
	Lead time (against plan) to close down services that are no longer required to meet a humanitarian need.	Context specific
	Lead time (against plan) to open services given funding, security and ConOps approval.	Context specific
Relates to SO Objective 2		
To establish and/or maintain a platform for logistics information sharing and coordination.	Percentage and variety (with focus on local) of organisations actively participating in coordination and information sharing.	Context specific
	Percentage of meetings held to schedule.	85%
	Percentage of organisations that give a 'satisfactory' rating for coordination and information sharing.	85%
	Percentage of information gaps identified and addressed within target time.	85%
Relates to SO Objective 3		
To enhance capacity of humanitarian actors via dedicated logistics trainings.	Percentage of logistics trainings held to schedule.	Context specific
	Percentage of humanitarian staff trained by gender.	Context specific (aim to be 10% of CO gender ratio)
	Percentage and variety (with focus on local) of participating humanitarian organisations.	Context specific
Relates to SO Objective 4		
To support emergency preparedness.	Percentage of logistics preparedness capacity gaps that are addressed.	
	Percentage of action plans that are adopted and implemented at a local level by local organisations.	

Writing and Editing Guidelines

This chapter is designed to help the Logistics Cluster IM Officer create and edit the main operational documents such as Meeting Minutes, Situation Updates, Operation Overviews, Concept of Operations, and Standard Operating Procedures.

The editing guidelines written in this document are in line with the WFP corporate and OCHA style guides[4].

General Guidelines

- **Provide** concise, clear and verified information.
- **Focus** on operational logistics information and the activities of the Logistics Cluster
- **Remain impartial** in your language and avoid sensitive information or information that can be used out of context, i.e. political, religious, ethnic, security-related information.
- **Avoid mentioning commercial** or private sector services in official Logistics Cluster documents, unless the reference is to a company operating in a monopoly, or if there is a need to present the commercial companies operating in a country/territory. In this case, a comprehensive description of all operators should be included.

Before sharing a document in the Logistics Cluster template, make sure it fits within the mandate and scope of the operation as every document is shared openly on the website and can be accessed by anyone. All published information is also automatically proliferated, for example on ReliefWeb, once published on logcluster.org.

Key Terms

CLUSTER

Logistics Cluster is always written with capital letters. The word "cluster" is written in lowercase when used by itself, such as "other clusters" or "cluster leads" "cluster approach", but is capitalised when part of a name, such as the "Logistics Cluster" or the "Emergency Telecommunication Cluster". Do not abbreviate Logistics Cluster. Log Cluster or LC are not to be used in documents. This also applies to Logistics Sector.

WORLD FOOD PROGRAMME (WFP)

The World Food Programme (WFP) is how the agency should be referred to on first reference. On subsequent references it can be referred to as WFP. Do not refer to WFP as "the WFP" or "the Programme". The acronym can be used as a noun: "WFP welcomes a donation from…" or as an adjective: "WFP feed bags were pirated by…." Avoid using an apostrophe with a 's' for the possessive; in most cases, "WFP" is sufficient to show ownership. When referring to WFP, the correct term to use is the "global lead of the Logistics Cluster," the "WFP-led Logistics Cluster" or "the cluster lead at the global level". The standard formulation is: WFP, due to its expertise and field capacity, was mandated by the IASC to be the global lead of the Logistics Cluster.

[4]The WFP styleguide is available on WFP intranet at: http://cdn.wfp.org/guides/editorial/
The OCHA styleguide is available at: https://docs.unocha.org/sites/dms/Documents/OCHAStyleGuide_Sept2015.pdf

PARTNER

The Logistics Cluster is built upon partnership and as such strives to involve a diverse and representative group of humanitarian actors on global, regional and local levels. Globally the word partner is used when referring to actors forming the Logistics Cluster community. At field level, 'partner' is used when referring to organisations taking part in coordination activities, including meetings and the drafting and agreement of the ConOps.

The Logistics Cluster is a Service Cluster and as such, it is preferred to avoid the term 'partner' when reporting on the organisations using the services that are facilitated by the Logistics Cluster. In this case, the correct term to use is "organisation" (in lower case) and this is the term used on IM products such as infographics when reporting on services facilitated at field level. When we talk about services, the terms Service Provider and Service User may also be used[5].

MOBILE STORAGE UNIT (MSUs)

The term should be used when referencing a temporary mobile storage facility/warehouse, commonly used by the Logistics Cluster in emergency operations. Do not use "wiikhalls" or "rubhalls" as these are commercial brand names.

GOVERNMENT

The word is capitalised when it refers to a specific government e.g. "The French Government ruled that ...", but in all other cases and when used as an adjective is written in lowercase letter e.g. "All participating governments were asked to comment on the ruling." "The project has received government funding". Correct country names can be found at this link: http://www.un.org/en/members/index.shtml

POLITICAL DIVISIONS

Words such as "empire", "state", "country", "city", "kingdom", "colony" and "territory" are capitalised only when used as part of a proper name: Bie Province, but "the province"; Kweneng District, but "the district".

GEOGRAPHIC ORIENTATION

Word such as "north", "south" are written in lowercase except in proper names, e.g. "In the south of the country" "southern Sudan", but South Dakota" and "South Sudan".

[5] Within WFP 'Partner' is a legal term that means WFP has signed a formal partnership agreement with the respective organisation. As the Logistics Cluster is not a legal entity, it does not have formal partners in a strict sense. If an organisation signs a MoU/FLA with WFP and is providing a service that is facilitated to the humanitarian community by the Logistics Cluster, they should also be referred to as a Service Provider. Service User is used especially in RITA reporting to describe organisations that are using a service facilitated by the Logistics Cluster.

Standard Phrases

"The Logistics Cluster is a coordination mechanism responsible for coordination, information management, and, where necessary, facilitation of logistics service provision to ensure an effective and efficient logistics response takes place in humanitarian emergency missions."

"The Logistics Cluster provides information, coordination and facilitates services."

"…facilitating coordination between humanitarian actors during emergencies…"

"The Logistics Cluster facilitates services …"

"…to act as a liaison between humanitarian actors…"

"…critical gaps in a humanitarian response, WFP, as the lead agency, acts as a 'provider of last resort' by offering common logistics services."

"…operations assistance, information management and coordination support…"

"Due to its expertise in the field of humanitarian logistics, the World Food Programme was chosen by the IASC to be the lead agency of the Logistics Cluster."

Abbreviations and Acronyms

As a rule of thumb, words should be spelled out and acronyms used sensibly, especially when a document is shared externally. Names that can be abbreviated should be spelled out the first time they are used in a document with the acronym in brackets. Afterwards the acronym can be used again in the text. If the name is only used once it should be spelled out without using the acronym.

- For UN agencies and programmes, and some well-known NGOs, acronyms can be sufficient; UNICEF, CARE, ACTED are some examples. The article before acronyms used as nouns should be omitted, hence the World Food Programme become WFP not the WFP. There are no full stops in between letters, i.e. do not write W.F.P or I.M.C.
- Other common acronyms are: Non-Governmental Organisation (NGO), Inter-Agency Standing Committee (IASC), United Nations Humanitarian Air Service (UNHAS); Logistics Capacity Assessment (LCA); Concept of Operations (ConOps); Standard Operating Procedures (SOPs); Cargo Movement Request (CMR); Mobile Storage Unit (MSU), Geographic Information System (GIS), Non-Food Items (NFIs). For a list of widely used acronyms, please visit: http://logcluster.org/acronyms
- Do not create new acronyms.
- Do not abbreviate Logistics Cluster. Log Cluster or LC are not to be used in documents.
- Staff positions should not to be abbreviated in an official document e.g. Executive Director, not ED; Country Director, not CD; Emergency Relief Coordinator, Humanitarian Coordinator, Resident Coordinator.
- Governments and countries should not be abbreviated e.g. the Government of Pakistan not GoP, the United Kingdom, not UK.

Punctuation

COLONS

- A colon is generally followed by a lowercase letter and is usually used to introduce a list or a definition, for example: “The programme materials will include: handbook, work sheets, etc.”
- However, an initial capital letter is used when a colon is followed by a complete sentence. “The Committee on Sustainable Development posed the following questions: What are the constraints on development? What will be the benefits?”
- A colon is used to separate one clause from a second clause that contains an explanation or amplification of the first, for example “The floods affected deliveries of food aid: roads and bridges had been completely washed away.”

SEMICOLONS

- Semicolons are used to mark independent clauses in a sentence. Information in the second clause is added to that in the first; it does not explain or amplify (see “Colons” above). “The floods affected deliveries of food aid; the Logistics Cluster is seeking alternative ways of getting food to the beneficiaries.”
- Semicolons may be used to separate items in a list that are sentences or clauses (that can include a bulleted list). “The project achieved the following: (i) it reached 160,000 beneficiaries; (ii) its costs were within the estimated budget; and (iii) it provided experience for future interventions.”
- Semicolons separate the entries of a numbered or bulleted list (see below):
- assess needs;
- train workers;
- monitor progress.

HYPHENS

- Hyphens are used to link the components of a compound adjective, such as “In the worst-case scenario, WFP staff will be withdrawn.” or “The food-for-work activities were implemented in five districts.”

Standard style

The aim of standardised styling is to provide corporate identity and streamline homogeneity in IM products. Templates provide structure and guidance. The following charts outline the Logistics Cluster standard style.

FONT AND PARAGRAPH		
Category	**Logistics Cluster IM Style**	**Explanation**
Language	English (UK)	To set the language go to “Review” tab, “Language”, “Set proofing language” select English (UK).
Font	Calibri 10 Georgia 11	Calibri 10, colour black. Georgia 11, colour black or grey for citations.
Colour	Red | Blue | Grey	To set the colour go to: colour, click “more colours”, select the “custom” tab and type the colour code: Red: R192 G58 B42 Blue: R52 G73 B94 Grey: R78 G78 B78
Word Spacing	One space between words and after a full stop.	This is plain text. This is the correct spacing. This is plain text. This is the incorrect spacing.
Line spacing	One space between words and after a full stop.	To set the line spacing go to “Paragraph”, “Indents and Spacing” tab.
Bullets	• This is a first indent bullet ○ This is a second	First indentation bullets, full dot, size 11, are in Logistics Cluster red. Second indentation bullets, empty dot, size 11, are in Logistics Cluster red.

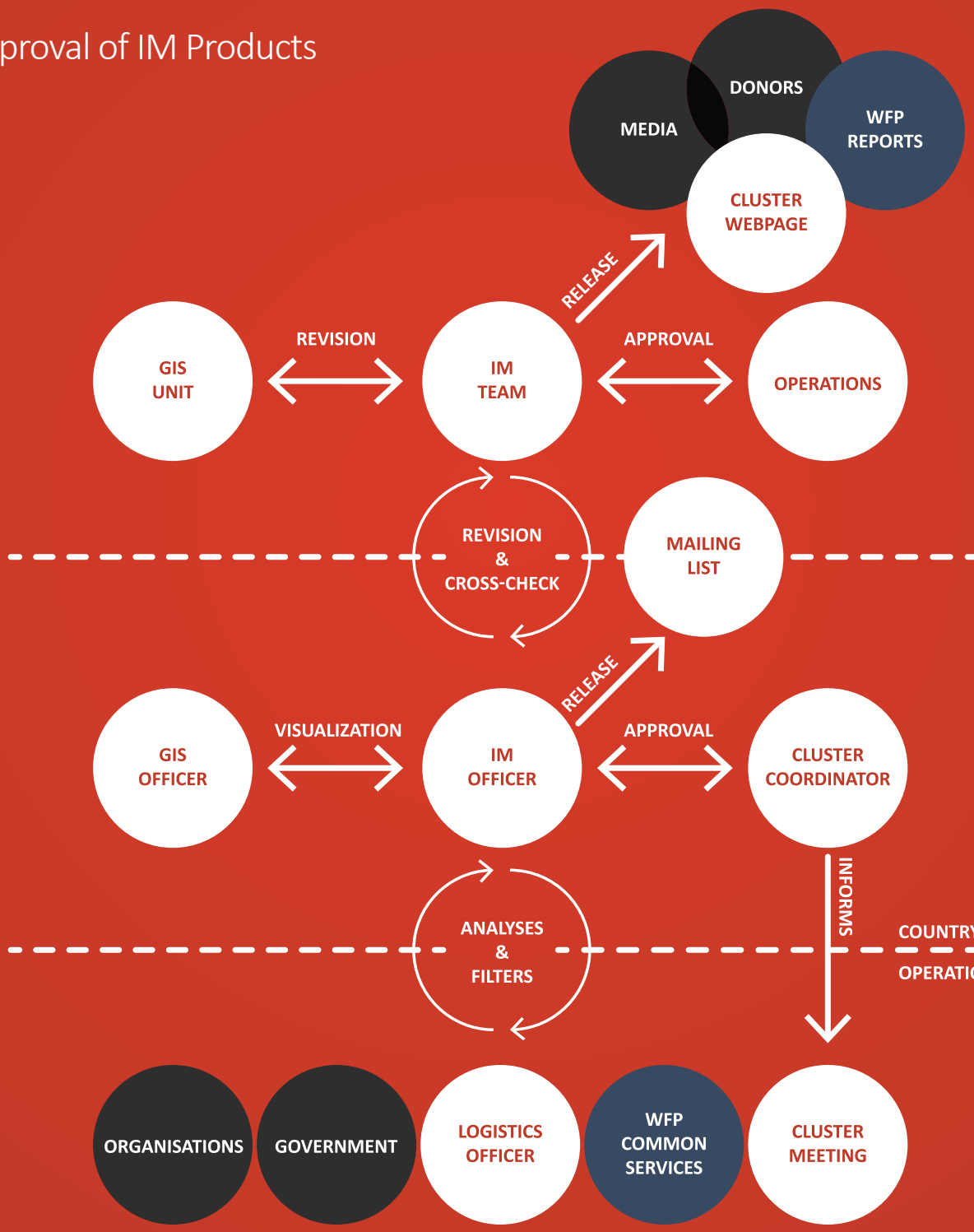
Standard style

NUMBERS AND UNITS OF MEASURE		
Category	**Logistics Cluster IM Style**	**Explanation**
Date	1 May	Following OCHA style, dates are written only as numbers, without 0 and without 1st/2nd.
Time	13:00	The 24-hour system is used: 11.00 (not 11 a.m.); 17.45 (not 5.45 p.m.) Do not use the word hours: e.g. “13:00” (not “13:00 hours”).
Numbers	Seven trucks	Numbers lower than 10 are written out, unless they are a numbers accompanying a unit: 5 km, 26 percent, 7 m3, US$ 2 million.
Thousands	124,768 3.6 million	In regular text, use commas to denote thousands, For millions, use a numeral (and one decimal place if required) followed by a hard space and “million”.
Percentage	46 percent 63.2 percent 16%	Use number and the word “percent”. Leave a space between number and word percent Use the symbol % in tables and graphs. Do not use a space between number and symbol.
Weight, volume	50 mt, 50 m^3	One space is required after weight/volume, numbers are superscripted for easier readability
Area	500 m 50 m^2 5 km 50 ha 50 litre	The standard abbreviations for metric units of measure are used. Do not use the full words except for litre. Leave single space between number and unit.
Currency	USD 100 € 100	One space between currency sign and number USD 100.

Workflow

Information Flow Chart

Revision and Approval of IM Products



Clearance Procedures

As almost all IM products are to be published and disseminated widely, they have to be cleared first. This section outlines the normal clearance procedures for IM officers.

As listed in the web clearance procedure, all information has to be cleared by the Logistics Cluster Coordinator and, if needed, by the Head of Logistics/Supply Chain or Country Director before submitting it to HQ IM for publishing.

STEPS TO FOLLOW TO PUBLISH INFORMATION MANAGEMENT PRODUCTS:

- IM products (i.e. Meeting Minutes, Situation Updates, Snapshots, Operation Overviews etc.) are drafted by the IM Officer of the operation and are cleared by the Logistics Cluster Coordinator (and/or Head of Logistics/Supply Chain if needed), before they are sent to HQIM for review and publication on the Logistics Cluster operations page to HQ IM **[Field IM]**.
- Before publication on the operations page, IM products are checked for correct template, usage, terminology, and spelling and grammar. Together with HQIM, the respective Desk Officer in the global cluster team reads the content of operational updates and clears the document in relation to logistics information **[HQ IM and Desk Officer]**.
- Once content is cleared by desk officers and no further revision is required, the IM team in HQ proceeds with posting on the operations page (in PDF format unless another format is required **[HQ IM]**. If revisions are required to the text (either proposed by desk officers or HQ IM), IM makes the suggested changes in coordination with the desk officer and then shares with the field IM Officer for their comments and agreement **[HQ IM, Desk Officer, and Field IM]**.
- Once an agreement is reached with the field on the changes, the IM products are published. Then the Word document, the PDF file and the link to the published document are sent to the IM Officer of the operation **[HQ IM]**.
- The IM Officer in the operation should share the link and, for locations with limited connectivity, the PDF of published file to the Operation-logs@logcluster.org mailing list, including the PDF document. It is important to note that the link shared should not be the PDF link as it cannot be tracked for website access **[Field IM]**.
- All Word and PDF files should be saved and archived **[Field IM]**.

STEPS TO FOLLOW TO CLEAR A MAP [GIS UNIT]:

- Maps can be produced by a GIS Officer in the field or by the HQ GIS unit. Typical maps are: General Logistics Planning Maps, Concept of Operations Maps, and Access Constraints Maps.
- If a map is produced at field level, clearance from the GIS unit in Rome is required for cartographic accuracy and consistency with the Logistics Cluster templates, and from the IM and desk officers to ensure accuracy of information **[Field and HQ GIS, Field and HQ IM]**.
- If maps are requested by the Logistics Cluster Coordinator or IM Officer in the field, then the GIS unit in Rome produces the required map. Maps can requested from the field by sending a request to HQ IM, who liaises with the GIS unit. When the map is produced by the GIS unit in Rome, it is sent for clearance to the IM Officer and/or Logistics Cluster Coordinator in the field for their approval. **[GIS Rome and Field]**.
- Once the map is cleared by the field and HQ GIS, as well as the IM Officer, it is published on the operations page as both .png and .pdf files. The link to the published map is shared with the IM Officer in the field and the HQ GIS unit. The IM Officer will share the map for distribution through the mailing list. HQ IM will also proceed with publishing the map on http://geonode.wfp.org
- Maps for internal use should not be shared or published.

TIMELINE OF THE CLEARANCE PROCESS

- IM products for all emergencies should be cleared and published on the operations page within 24 hours of receipt, unless clarifications/comments are required from the field IM Officer or Cluster Coordinator.
- At the outset of new operations, when no IM Officer is deployed to the field, the HQ IM unit and the HQ desk officers act as surge capacity and produce the initial Concept of Operations (ConOps), Standard Operating Procedures (SOPs), funding proposals and Situation Updates. These documents are reviewed, adapted and up-dated by the IM Officer and Cluster Coordinator in the field as soon as they are deployed.
- Weekends: IM products for ongoing operations received by the HQ IM unit during the weekend are usually posted on Mondays if not flagged as urgent by the filed IM Officer. There are no weekend duty officers at HQ level for the Logistics Cluster, but support will be provided if marked as urgent in the email title. Urgent actions such as the publication of flash updates are prioritised.

OPERATIONS PAGE HOUSEKEEPING

- The order on the operation page is a shared responsibility between the Field IMO and HQ IM. It is recommended that Field IM Officers check their relevant operation page on a weekly basis to ensure that all documents are displaying as required.

Filing Guidelines

Filing Guidelines

Document titles are generally: Logistics Cluster_OPERATION_TITLE_YYMMDD

Filing is an important task as it ensures that information is maintained and is easily accessible by all interested parties. Consistent file names are also required for audits and for exchanging information between HQ and staff in the field; as well as ensuring access to documents for evaluations and lessons learned.

The existing 'default' folder structure is a template that can be amended depending on the needs of the operation. A proposed index is available in the annex of this document. An electronic version of this structure is also available at: www.logcluster.org/templates.

The standard file structure includes Operation name and in it, folders for: Contacts, IM Products (Meeting Minutes, Situation Updates, Operation Overviews, Snapshots, Blogs, WFP/ OCHA or other reporting input), Key Documents (ConOps, Funding applications, SOPs, LCA Updates), Lessons Learned, Logistics Cluster Reference (Briefings and Presentations, Procedures and Guidelines), Maps, OCHA, Service Provision (Cargo Tracking, Storage, Transport).

In addition, the website archives all documents from ongoing and previous operations and makes them accessible.

The following file naming convention should be followed so that everyone can find important files in emails and archives: **ORG_*Crisis_GeographicReference_Title_status_Language_date***

ORG (MANDATORY)

- This is the source of the document.

OPERATION (MANDATORY)

- This is a Logistics Cluster choice, three letter code and chosen by the HQ IM team at the beginning of the operation.
- When the Logistics Cluster operation is focused on a single country, the three letter code used is the ISO three letter country code. (For ISO codes, see the online platform: www.iso.org/obp/ui/#search)
- When the Logistics Cluster operation involves several countries, the three letter code is an acronym of the name of the Logistics Cluster operation [for the Indian-Ocean Tsunami operation: IOT].

GEOGRAPHIC REFERENCE

- When the Logistics Cluster operation is deployed in a vast region, it may be required to differentiate between the geographical areas the document is referring to.
- The general rule is to differentiate up to the level of the country. Therefore, the 3-letter ISO code for the country should be used.
- For smaller geographical areas, it is the responsibility of the field operation office to define what the main geographical coverage is and to decide how information should be classified.

TITLE DOCUMENT (MANDATORY)

- This refers to the title and/or a small description of the document.
- In order to function correctly with the website, instead of using spaces " ", please use underscores "_" between the words of your title.

LANGUAGE (OPTIONAL)

- In case the documents exist in different languages.

DATE (MANDATORY)

- Should be saved in the format Format YYMMDD, (no date: 000000).
- ***Example 1: Logistics Cluster_IRQ_Fuel_Report_PUB_161203.pdf***
- ***Example 2: Logistics Cluster_IOT_IDN_Situation report_120205.doc***

Maps

- There is a special naming convention for maps produced by GIS Officers in-country or by the HQ GIS team. If you are producing maps, please obtain the templates by emailing HQ.GIS@wfp.org

Filing Guidelines for the OPERATION folder

CONTACTS

- Information collected at the country level on key people to contact for information related to Logistics Cluster activities, or to attend coordination meetings.

IM PRODUCTS

- Any information product, excluding maps and key documents, produced for distribution via the Logistics Cluster website (i.e. Sitreps, Meeting Minutes, Snapshots, Operational Overviews, Weekly Update Inputs, etc.).

KEY DOCUMENTS

- Documents produced that outline the essential functions and activities of the Logistics Cluster in the specific operation (SOPs/ConOps), documents related to funding (Including the Flash Appeal, CERF inputs, and SO), or any document included in the “Key Documents” section of the website “Operations” page.

LESSONS LEARNED

- All documents related to monitoring and evaluation of the specific Logistics Cluster operation; blank surveys adapted to the operation (IM officers, Logistics officers, coordinators, and organisations), completed surveys, and the completed Lessons Learned report.

LOGISTICS CLUSTER REFERENCE

- General reference information relating to the Logistics Cluster including guidance, procedures, best practices, and introductory material related to the Logistics Cluster should be saved here (i.e. clearance procedures for web publishing, guidelines for editing documents, cluster introduction presentation, cluster overview documents, etc.)

MAPS

- Any geographic information produced for use by Logistics Cluster staff or Logistics Cluster partners related to the specific operation (GLPMs, ConOps Maps, Access Constraint Maps, etc.).

OCHA

- Information received from or submitted to OCHA as a part of the operation (in the event that substantial information is sent to or received from another organisation, please create an additional folder for that organisation).

SERVICE PROVISION

- Any material related to services facilitated by the Logistics Cluster to other humanitarian organisations including transport, storage, or cargo tracking.

LOGISTICS CLUSTER_OPERATION_DEPLOYED PERSONNEL_YYMMDD.XLSX:

- This file should contain a complete record of all Logistics Cluster personnel deployed to the operation. The filename should include the operation name in place of “OPERATION”, and the date should be updated each time changes are made.

Handover Checklist

Handover Checklist

This list will serve you as a starting point to think about proper data and information handover to the next IM Officer.

IM PRODUCTS

- [ ] Structured data (files compiled for external reports and archived information)
- [ ] Published products and raw files (Word, Excel, PowerPoints, infographics etc.)
- [ ] Pictures (including documentation of origin, content, ownership)

TASKS

- [ ] Open tasks, which are still open and need to be processed
- [ ] Pending tasks, which require follow-ups or revision
- [ ] Closed tasks, which might come back later during the mission as questions

COMMUNICATION

- [ ] Mails (general templates and emails related to open tasks and requests)
- [ ] Contact List and communication details
- [ ] Physical introduction to organisations, partners, local authorities
- [ ] Reporting and document clearance organigram (internal and external)
- [ ] Passwords and access procedures

Useful Links

Useful Links

- The standard **signature** of Logistics Cluster staff is available at: www.logcluster.org/signature To access the password protected page contact HQ IM.
- All **templates** are kept up-to date on the Logistics Cluster template page at: www.logcluster.org/templates
- Logistics **acronyms**, listed for your easy reference can be found here: www.logcluster.org/acronyms
- **Logistics Capacity Assessments** (LCA) for over 90 countries are available at: http://dlca.logcluster.org. They provide baseline logistics information, including assessment of ports, airports, roads, commercial transport providers and other logistics service availability.
- **Logistics Operational Guide** (LOG): http://log.logcluster.org/ provides key logistics information preparedness, response, exit strategy and the operational environment to help familiarise you with key terminology and concepts in humanitarian logistics.
- The **Cash and Markets** page is a resource centre for integrating supply chain and markets approaches into cash-based humanitarian programmes. All documents are accessible from the page: www.logcluster.org/cashandmarkets
- **GIS** information is often needed and there are some useful applications for collection of this information for IPhone and Android phones. Two apps recommended for taking coordinates, including photos with coordinates, and using offline maps are:
    - **Maps.me**: allows you to download maps for specific countries/regions and works offline.
    - **Easytrails Lite**: The lite version of the app is free and works as a GPS device. It has some limitations as it is unable to register more than one track. The GPS of the phone works without any internet connection so you can collect points anywhere.
- To learn more about the **Humanitarian Reform** and the **Cluster Approach**
    - www.humanitarianresponse.info/en/about-clusters/what-is-the-cluster-approach
    - www.humanitarianresponse.info/en/coordination/clusters/activation-and-deactivation-clusters

FAQs

FAQs

Who is allowed to attend Logistics Cluster meetings?

All interested stakeholders are invited, however before starting a coordination meeting, especially at the beginning of the operation, it is advised to ask if private sector, military or media are present in the room and if all participants are comfortable with the audience. Depending on the response, it may be necessary to call restricted meetings or ask some representatives to leave.

Who should be included in the Logistics Cluster mailing list?

In principle all interested stakeholders should be included in the mailing list. Some operations may require different levels of confidentiality; such cases should be discussed with management and decisions made accordingly.

Should I keep records of cargo moved/stored in mt, m^3 or m^2?

The following units of measurement should be used:

- warehouse capacity: m^2
- truck capacity: mt
- aircraft capacity: m^3
- quantity of cargo stored: m^3
- quantity of cargo transported: m^3

What is the criteria for items categorisation by sector?

When categorising items by sector for reporting purposes the focus should be on “how a thing will be used” rather than on “what a thing is”.

The Logistics Cluster is interested in prioritising support to, and reporting on types of interventions rather than on a number of buckets or printers transported.

Participating organisations should be reminded to pay attention when completing Service Request Forms (SRFs) and indicate the correct sector for each line item. Below are a few practical examples:

- The Logistics Cluster facilitates the transport of a vehicle that is for WFP use (no Logistics Cluster or ETC access to it). The vehicle will be in support of food distribution/assessment and the intervention classified as FOOD SECURITY.
- The Logistics Cluster facilitates the transport of a MSU for the Logistics Cluster. The MSU is supporting common logistics (not tied to a specific sector), so the intervention should be classified as LOGISTICS.

- The Logistics Cluster facilitates the transport of a printer for the WFP sub-office that houses WFP, Logistics Cluster, and ETC staff. The printer will be in support of multiple types of interventions so should be classified as GENERAL OPERATIONS SUPPORT.
- The Logistics Cluster facilitates the transport of a generator for UNICEF: the SRF indicates the generator will be used to maintain cold chain for vaccines; the intervention should be categorised as HEALTH.

What are Lessons Learned Exercises (LLE) and what is the role of field IM officers in the exercise?

Lessons Learned Exercises are conducted at global level; they are led by the Global Logistics Cluster support team with the involvement of WFP and partnering organisations.

The objectives of the LLE are:

- To assess the relevance, appropriateness, efficiency and effectiveness of Logistics Cluster activities in responding to an emergency;
- To draw lessons and recommendations which can help support future Logistics Cluster operations.

Findings are based on a combination of quantitative and qualitative data from the operation. Data is normally collected through:

- A desk review of key documents and Logistics Cluster staff feedback.
- Interviews with key actors: face-to-face interviews, teleconference interviews and mailed feedback with key users of the Logistics Cluster services, i.e. national and international NGOs, government representatives, donors.
- User Surveys: sent to users of the Logistics Cluster services in the operation[3].

Field IM officers support the exercise by identifying key stakeholders and providing contact details, by submitting their input to the user survey and when necessary, by supporting the interview process.

Does the Logistics Cluster do 3W's?

Service clusters do not participate in the 3W process as their direct beneficiaries are not affected populations, but other humanitarian organisations. The mandate of the Logistics Cluster is to support other humanitarian organisations to reach beneficiaries. The number of activities and cargo are counted in the 3Ws' of other clusters (such as Food, Shelter, Education, etc.) and should not be counted by service clusters in order to avoid any duplication of these numbers.

A full explanation of the 3W report can be found at the following link:

www.humanitarianresponse.info/en/applications/tools/category/3w-who-does-what-where

Reporting Guidelines

Reporting guidelines

Report	Unit	Explanation
Number of organisations supported	Organisation	The number of different organisations who have attended coordination meetings. Reporting could also require a breakdown of the organisation category (INGO, NGO, UN, Government etc)
Number of coordination meetings held	Meeting	The number of coordination meetings which have taken place during a specific time period or since the start of the operation.
Number of staff trained	Number of staff (including number of male and female staff).	Number of trainees who have participated in trainings organised and facilitated by the Logistics Cluster. Number of organisations the trainees have come from and ratio of male to female participants should also be reported.
Amount of cargo transported by road/air	Metric tonnes (mt) and cubic metres (m3)	Total amount of cargo (in mt) the Logistics Cluster has facilitated the transport of by road/air N.B this is also tracked through RITA where available.
Amount of cargo stored	Cubic metres (m3)	Total amount of cargo (in m3) the Logistics Cluster has facilitated the storage of. N.B this is also tracked through RITA where available.
Storage space available	Square metres (m2) and cubic metres (m3)	Total storage space made available to partners through the Logistics Cluster. If reporting in cubic metres (m3), please note that available storage space should be reported as 70 percent of the actual space available as it is not possible to fill the space entirely.
Number of service users	Organisation	The different organisations who have accessed the service(s). N.B this is also tracked through RITA where available.
Number of convoys coordinated	Convoy (not individual trucks)	Total number of convoys the Logistics Cluster has coordinated.
Number of IM products produced	IM Product	The number of IM products that have been shared on the website (not including social media posts). N.B this is also tracked by HQ IM.

Pre-deployment checklist

The following information provides guidelines on what IM officers who are being deployed to an emergency should do to support preparation for their mission:

- Once the IM Officer's contract has been confirmed and received, IM officers should complete the relevant WFP WeLearn courses including 'What to expect when deploying'
- Sign up to Humanitarian ID and register yourself and your contact details to the country you will be deploying too.
- Check the link to the Logistics Cluster page on the relevant page of Humanitarianresponse.info is correct.
- Familiarise yourself with the background of the context/emergency you will be deploying to. Useful websites include:
    - https://www.humanitarianresponse.info/
    - https://reliefweb.int/
    - https://www.unocha.org/
    - Specific humanitarian organisation websites (e.g. UNICEF, UNHCR etc)
    - Local media in the country you are deploying to
    - Social media including twitter
- On arrival, ensure you are included on all relevant mailing lists by contacting OCHA and WFP colleagues (mailing lists include OCHA mailing lists, IM Working Group, relevant partner mailing lists).

Coordination with OCHA

OCHA is the part of the United Nations Secretariat responsible for bringing together humanitarian actors to ensure a coherent response to emergencies. OCHA also ensures that there is a framework within which each actor can contribute to the overall response effort. OCHA's mission is to coordinate the global emergency response to save lives and protect people in a humanitarian crisis.

As part of core activities, OCHA offices collect and analyse information to provide an overview of protracted and acute emergencies. OCHA information products include maps, graphics, situation reports, humanitarian bulletins and websites. OCHA is the steward of several humanitarian tools and services that help our partners make better-informed decisions and ensure a more predictable approach to preparedness and response.

During an emergency, OCHA will organise meetings, including an IM working Group which will be attended by IM officers from all clusters present in the country and the Inter-cluster coordination Group Meetings attended by cluster coordinators. These meetings serve as information sharing forums across the sectors and humanitarian response in general. In addition, they will request information inputs from Logistics Cluster IM officers for OCHA products including the OCHA SitRep, a key document that summarises the gaps, response and needs by all sectors in the emergency. OCHA also oversees funding processes and allocations for the Country-Based Pooled Funds (CBPFs) and the Central Emergency Response Fund (CERF)[6].

[6]CBPFs allow donors to pool their contributions to cover crises in specific countries and can fund the relief activities of a broad range of partners, including national and international NGOs. CERF receives voluntary contributions year-round into a single global fund to provide immediate funding to UN agencies for life-saving humanitarian action anywhere in the world.

INFORMATION MANAGEMENT IN THE FIELD

One month as an IM Officer from the onset of an emergency

LOGISTICS CLUSTER

EMERGENCY

DAY 1

Ms X focuses on:

- Collecting information on the **context**
- Ensuring **updated** a **General Logistics Planning** map is available
- Developing a **ConOps** document and map
- Providing input to **Project Document**
- Developing a **Situation Update** (SitUp) document
- **Partner mapping** – their activities and contacts

DEPLOYMENT

DAY 2 TO DAY 3

Ms X focuses on:

- Organising daily **coordination meetings**, and **liaising** with **partners** to collect information on:
  - Logistics **gaps** and **bottlenecks**
  - Partners' **constraints**
- So they can gather **data** and develop products like:
  - Access Constraints **Maps**
  - Updated **ConOps**
  - **Flash Appeal** and **CERF**

OPERATION ROLL OUT

DAY 4 TO DAY 29

Ms X continues to:

- Monitor and collect info on the **developing context**
- **Organise regular coordination meetings**, **liaise** with, and **assess partners' logistics capacities**
- Develop products like **Snapshots** and **Standard Operating Procedures (SOPs)** for accessing common logistics services, and disseminate these
- Provide input to **HNO** and **HRP**

OPERATION IN PLACE

FROM DAY 30

Ms X continues to

- Monitor and collect info on the **developing context,** organise **weekly coordination meetings** and **liaise** with **partners** on their **constraints**
- **Develop** and **disseminate SitUps and inputs for SitReps** weekly, or as needed
- Provide **visibility** to the operation by generating **content** for **social media**
- Develop monthly **Operation Overviews** and **infographics**

DAILY: SITUPS & INPUTS TO OCHA AND WFP SITREPS

DAILY: REMEMBER SITUATIONS DEVELOP QUICKLY! COLLECT NEW INFORMATION, AND REVIEW AND REVISE ALL DOCUMENTS AS NEEDED.

IM TRAINING MATERIAL: Indicative timeline developed for the purpose of the training.

LOGISTICS
CLUSTER

logcluster.org /logcluster @logcluster @logcluster /logcluster