

# Logistics Cluster Global Meeting NOTE FOR THE RECORD



**28 – 30 November 2017**

*Organised in collaboration with Medair,  
Leysin*

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## **LOGISTICS CLUSTER GLOBAL MEETING**

**28 – 30 NOVEMBER 2017**

**ORGANISED IN COLLABORATION WITH MEDAIR, LEYSIN**

### **BACKGROUND**

The Logistics Cluster Global Meetings (GLM) are held twice a year, and bring together Logistics Cluster partners and senior logisticians from humanitarian organisations at the global level. These meetings are a forum for strategic discussion of the Logistics Cluster and provide an opportunity to discuss relevant Logistics Cluster operations, collect feedback from partner organisations on Logistics Cluster performance, present new initiatives and projects relevant to the field of humanitarian logistics.

### **INTRODUCTION TO THE NOTE FOR THE RECORD (NfR)**

This Logistics Cluster Global Meeting involved the participation of 67 attendees from a total of 52 organisations. The meeting agenda was developed in collaboration with the Logistics Cluster Strategic Advisory Group (SAG) and based on feedback from the previous meeting. The theme of the meeting as selected by Logistics Cluster partners and the SAG was “trends in logistics and supply chain technology”. The meeting was facilitated through presentations, discussions and group sessions and included sessions focussed on the current status of implementation of the 2016-18 Strategy, service provision and service providers, an update on the SAG activities since initiation, an in-depth update on two current Logistics Cluster operations and a market please session whereby partners presented on innovative projects and activities their organisations are currently involved in.

This NfR is organised to reflect the discussions as they took place during the Global Meeting in Leysin and aims to summarise the key discussion points, and actions going forward. Additional meeting documents, including presentation slides, participants list and results from the survey, are available in the annexes and at the following webpage:

## GLOBAL MEETING ACTION POINTS

- Establish a working group to focus on service provision processes and reporting.
- A session focussing on the Logistics Advocacy white paper and the possible engagement mechanisms of the Logistics Cluster in advocating for improving the profile of logistics within the humanitarian sector to be considered as an option for the agenda for the spring 2018 GLM.
- SAG to look at developing a proposal including resource requirements for possible recruitment of a Logistics Cluster advocacy and fundraising consultant.
- SAG to look into options for further communication with partners regarding key events and the publishing of relevant documents to enhance engagement.
- Review of the 2016 – 2018 strategy activities status and relevance of the strategy within the current global context to be completed before the spring 2018 GLM. SAG to follow up with the review.
- Session looking at the status of the 2016 - 2018 strategy activities in relation to the development of the post 2018 strategy (and activities to be included) in the next GLM.
- The following working group action points were agreed:
  - **Preparedness** (Lead – GLC, UNOCHA, UNICEF, DfID, HELP Logistics, ECHO, World Vision International, Concern Worldwide, CRS, UNOPS, AirLink, THW, TearFund, MedAir, Plan International)
    - Working group members to define the objectives for the next 6 months.
  - **Sphere** (Lead - HLA, Johanniter International, Handicap International, Fleet Forum, ACF Spain, USAID, Save the Children International, GLC):
    - Working group to be extended until the finalisation of the document.
    - Documents to be published on the working group website.
  - **KPIs** (Lead – British Red Cross, Mercy Corps, CRS, Oxfam GB, ECHO, GLC)
    - Academic institutions to provide support
    - The list of KPIs developed to be shared for comment in the Global Meeting Note for the Record
  - **Lessons Learned** (Lead - GLC, THW, UNICEF):
    - GOAL and UNHCR (TBC) to join the Lessons Learned working Group.
  - **Training/Roster** (Lead – GLC, ShelterBox, THW, UNICEF, AirLink, HELP Logistics, WHH, World Vision International, Islamic Relief, LLA):
    - Working group to rewrite TORs and focus on roster development
    - WVI to join the Training Working Group
  - **Finance** (Lead – GLC, Johanniter International, Oxfam GB, Plan International, Save the Children International):
    - Working group closed (to be included within SAG meetings and presented during the GLMs as a standard).
  - **Service Provision** (Co-lead - Handicap International, co-lead - WHH, ACF France, GLC, GOAL, MAF, Oxfam, Premiere Urgence Internationale, Solidarités International, USAID (TBC), WFP (TBC)
    - Newly created working group
    - Working Group Members to be ACF France, GLC, GOAL, Handicap International (co-lead), MAF, Oxfam, Premiere Urgence Internationale, Solidarités International, USAID (TBC), WHH (co-lead), WFP (TBC)
  - **Cash** (Lead - ACF Spain, CRS, Oxfam, Plan International, Tearfund, GLC)
    - Newly created working group, TORs to be drafted
    - Working Group Members to be ACF Spain, CRS, Oxfam, Plan International, Tearfund

## MEETING AGENDA SUMMARY

### Day 1

14:00 Welcome & Introductions

14:15 Recap from Bonn

15:20 Logistic Cluster Strategy 2016 - 2018

#### **16:20 BREAK**

16.50 Update on the SAG

### Day 2

09:00 Services and Service Providers

#### **10.30 BREAK**

11:00 Keynote Speech - Trends in Logistics and Supply Chain Technology

12:10 WFP IRM Update

#### **12:30 LUNCH**

13:30 Operational Examples - Trends in Logistics and Supply Chain Technology

#### **15:30 BREAK**

16:00 Market Place

### Day 3

09:00 Operations Update

10.00 Finance

#### **10.40 BREAK**

11.10 Working Groups Update

12:15 Logistic Cluster Strategy - Post 2018

13.00 Meeting Wrap Up

## DAY ONE

### PRESENTATION SLIDES FROM DAY ONE (PASSWORD – GLMLEYSIN):

[HTTP://WWW.LOGCLUSTER.ORG/GLOBAL-MEETING-DOCUMENT/POWERPOINT-PRESENTATIONS-DAY-ONE](http://www.logcluster.org/global-meeting-document/powerpoint-presentations-day-one)

### WELCOME AND INTRODUCTIONS

Jules Frost, Medair International Director welcomed all participants to the meeting via a pre-prepared video. She highlighted the benefits of being part of the Logistics Cluster community of partners and the importance of working together to optimize logistics efforts during an emergency response.

Fiona Lithgow, Logistics Cluster South Sudan Coordinator and SAG Member reminded participants to maintain an operational field perspective throughout the event. She briefly touched on the current operational challenges that are affecting the operation in South Sudan and reminded participants that these issues, which cut across a number of operations should be addressed collectively and as a community. She briefly summarized some of the key topics to be discussed during the event including trends in humanitarian supply chain and logistics technology.

Stephen Cahill, Global Logistics Cluster Coordinator, welcomed participants to the meeting, the second of 2017. He thanked Medair who supported the organisation of the event and all the participants for attending.

### RECAP FROM THE BONN GLOBAL MEETING

*Presented by Bruno Vandemulebroecke (Deputy Global Logistics Cluster Coordinator)*

A brief recap of the Bonn meeting in May 2017 was presented. The meeting, attended by 55 participants from 42 organisations featured implementation of the SAG, a Q&A with WFP Director of Emergencies, strategy update and prioritization of strategy activities exercise. The status of the action points was reviewed; the methodology for a service provision lessons learned exercise in Central African Republic (CAR) and Nigeria is being drafted and working groups including the three additional groups (Key Performance Indicators, Lessons Learned and Sphere Handbook) created in the Bonn GLM continue to operate. A dedicated session sharing updates of the working group activities will take place on day three of this GLM. There has been no development in the engagement of academic institutions, an action point from the Brussels meeting in autumn 2016 and the role of the Logistics Cluster in this engagement is yet to be defined. For more information, see the following link: <http://www.logcluster.org/global-meeting-document/logistics-cluster-global-meeting-brussels-note-record-nfr>

### Global Logistics Cluster Meeting

Bonn, May 2017



#### Topics

- SAG
- Strategy Update and prioritization
- Q&A with WFP Director of Emergencies
- Preparedness, finance, Market Place, Operational Challenges (Service Provision in Iraq)

#### Participation

- 55 participants over three days
- 42 organisations represented

### Bonn Global Meeting Action Points

- Working Groups
- Lessons Learned – Service Provision
- Standardized MOU - Service Provision
- SAG Update and communication plan
- Support for identification of funding
- Coordination with global clusters and SAGs
- Priority strategic activities
- WFP senior management engagement

## **LOGISTICS CLUSTER STRATEGY UPDATE 2016 - 2018**

***Presented by Stephen Cahill (Logistics Cluster)***

Facilitated through a quiz-based exercise, the Global Logistics Cluster Coordinator provided an update on the implementation status of the Logistics Cluster Strategy 2016 – 2018. Operationally, the Logistics Cluster continues to remain focussed on responding to conflict based emergencies with very few sudden onset, natural disaster responses requiring support or mobilisation in 2017. To support rapid deployment of qualified and experienced staff to operations, a roster system for staff recruitment during emergencies has been introduced and continues to be developed. In support of building staff capacity and response, the development of the Logistics Cluster training package is progressing with two successful Logistics Response Team (LRT) Trainings at the global level, six Logistics Cluster Induction Trainings held in 2017 and a plan for roll out of national and regional LRTs in 2018. However, the LRT proves a significant strain on the capacity of the global Logistics Cluster Support Team (GLCST) with more than seven staff attending the events in addition to requiring significant financial resources to hold the event. Considering this, current resources can only support one global level LRT in 2018. The preparedness project continues to progress and has received additional funding from USAID to support the roll out in two additional countries (Bangladesh and Indonesia) as identified in the inception of the project. Within the strategy, there has been little progress in developing interoperability within the humanitarian logistics community, in part due to the reluctance of organisations to share operational information or quality information. Development of Logistics Cluster common standards would enhance interoperability however, significant resources would be required and process for implementing a set of common standards across the sector would be extremely complex.

## **UPDATE FROM THE SAG**

***Presented by SAG Members; Rebecca Lewin (Plan International), Jean-Baptiste Lamarche (ACF France) and Didier Merckx (ECHO)***

Six months after being established, the Strategic Advisory Group (SAG) members presented back to the plenary on their progress and achievements to date. As well as explaining how and how frequently they have worked together, the SAG members reported progress against each of the individual actions assigned to them at the previous GLM. They also reflected on activities that have not progressed or could be improved, deciding to reduce the frequency of phone call meetings but ensure quarterly face-to-face meetings. As a follow up to the action point from the Bonn GLM for the SAG to investigate options for enhancing funding and advocacy, the SAG presented the plan to develop a proposal including resource requirements for the possible recruitment of an advocacy consultant. The plenary endorsed the plan. SAG members took the opportunity to re-encourage the partners in the room to actively engage and communicate with their SAG representatives as needed. They advised that to enhance partner engagement, they would look into options for further communication in the lead up to key events such as meetings and when documents such as minutes are published on the dedicated SAG webpage. At the end of the session, the new INGO representative on the SAG was elected; Cecile Terraz from Medair.

### **Action Points:**

- SAG to look at developing a proposal including resource requirements for possible recruitment of an advocacy and fundraising consultant.
- SAG to look into options for further communication with partners regarding key events and the publishing of relevant documents to enhance engagement.

## SAG in numbers since June 2017



- 2 face to face meetings
- 5 teleconferences



- c. 50% in first 2 months



4 emails to SAG email address



## SAG Activity Update



- Finance WG
- Voting and Governance
- SAG ways of working
- SAG communication and accountability
- Working Groups
- Monitoring strategic progress
- Operational feedback mechanism
- TOR
- Next strategy
- Fundraising

## DAY TWO

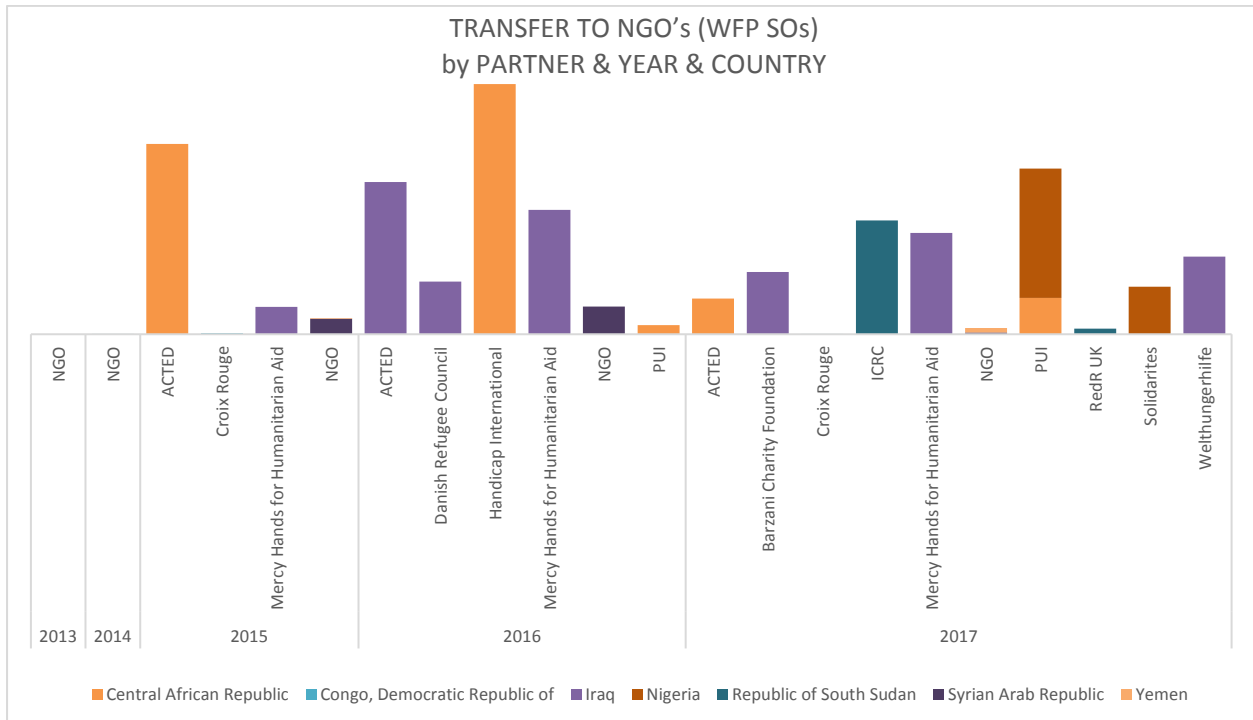
### PRESENTATION SLIDES FROM DAY TWO (PASSWORD – GLMLEYSIN):

[HTTP://WWW.LOGCLUSTER.ORG/GLOBAL-MEETING-DOCUMENT/POWERPOINT-PRESENTATIONS-DAY-TWO](http://www.logcluster.org/global-meeting-document/powerpoint-presentations-day-two)

### SERVICES AND SERVICE PROVIDERS

*Presented by Bruno Vandemulebroecke (Deputy Global Logistics Cluster Coordinator)*

The results of a preliminary review of Logistics Cluster or Sector Service Provision operations from a financial perspective undertaken by the GLCST were presented. The review using available data from the last five years highlighted that of the funding WFP received for logistics-specific projects (excluding UNHAS), the amount directed to non-WFP Logistics Service Providers has increased significantly. The largest single share of the funding directed to non-WFP Logistics Service Providers has been used in the Central African Republic (CAR). In addition, not only has the level of funding directed to non-WFP Logistics Service Providers increased, but the number and range of organizations and the countries in which they are providing services has also increased (see chart below). The increase is also linked to the increasing number of protracted crises which require more support for longer periods than sudden onset emergencies.



Participants asked questions directly and anonymously through an online questions system for a panel, comprised of five key partners currently engaged in service provision activities on behalf of the Logistics Cluster. The panel members included WFP, International Organisation for Migration (IOM), Solidarites International, Premiere Urgence Internationale and Handicap International. Participants agreed that collaboration between organisations is improving; however, processes for identifying and selecting service providers are unclear and time consuming. Decision making regarding service provision should be reactive and demand driven. To address these issues, participants agreed that a working group should be established to focus on the following problem statements “the process of Service Provider request, selection and management is not transparent and fit for purpose” and “the reporting on SP activities to all partners needs to be consistent and transparent”. Members of the working group are Oxfam, Premiere Urgence Internationale, Welthungerhilfe, Solidarites, Handicap International, GOAL, ACF France, Global Logistics Cluster USAID (TBC), WFP (TBC) and MAF (TBC). Questions asked by participants during the session which were unanswered due to time constraints include:

- What is the incentive for the field team to provide common services? (considering the extra work and complexity)
- Can a service provider do cost recovery. How is the cost defined and endorsed?
- If more than one partner offers services in one location, they could then be asked to self-evaluate /consult and identify who is best placed.

**Action Points:**

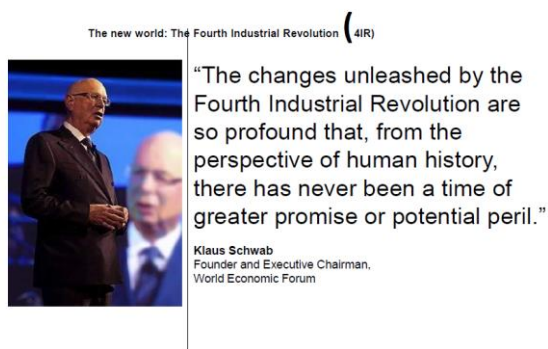
- Establish a working group to focus on service provision processes and reporting.

**‘TRENDS IN LOGISTICS AND SUPPLY CHAIN TECHNOLOGY’ – KEYNOTE SPEECH**

*Presented by Wolfgang Lehmacher (Head of Supply Chain and Transport Industries, World Economic Forum – WEF)*

This keynote speech focussed on technological advancements from the private sector angle and how they could be applied to enhance humanitarian responses. Trends in technology since the industrial revolution through to the current fourth industrial revolution highlight the dramatic changes in type

and the demand driven nature of technology development. Significant opportunities exist in the use of technologies for the humanitarian sector however, as well as opportunities, challenges continue to limit the possibilities of technology for use in the humanitarian context as they rely on interoperability and how we can apply the technologies. Supply chain visibility is improving and instant data easily available, with integration of rural and urban, operations and communications becoming the new paradigm. However, technologies and use of data (such as use of information from drones in an emergency and a global platform for sharing humanitarian data) face restrictive regulations, which could hinder rapid and effective implementation during an emergency. In addition, the lack of common standards within the sector limit our ability to maximise the common implementation and use of technologies. To ensure the most effective and efficient application of new technologies in the humanitarian logistics sector, flexibility from host governments and relevant rules should be implemented and be agile enough to function in the rapidly shifting humanitarian context.



### WFP INTEGRATED ROAD MAP (IRM) UPDATE – CESAR ARROYO (WFP)

This session, given by the WFP Deputy Director of the Supply Chain Division was presented based on request from the SAG for an update on the impact of the re-alignment of the budget structure for WFP, Logistics Cluster lead agency. Based on the need identified for WFP to focus more on engaging governments and helping governments to achieve the Sustainable Development Goals (SDGs), the budget restructuring approved and fully endorsed by the WFP Executive Board has shifted to focus more at the country level and on an activity based approach which will support more comprehensive reporting. Using the recent example of the Logistics Sector response in Bangladesh, which had recently been a test case for the WFP restructure, Cesar shared some key observations. No negative impact was felt on the Logistics Sector operation and although there were internal delays due to a lack of clarity with the budget, the Logistics Sector was able to deploy staff, establish and begin operations and finance activities without delay or impact.

**The Integrated Road Map:** WFP's Approach to Achieving Zero Hunger Involves Four Interrelated Processes that are Under Implementation



**Line of Sight from SDGs to WFP Activities & CSP Framework**



## 'TRENDS IN LOGISTICS AND SUPPLY CHAIN TECHNOLOGY' – EXAMPLES FROM THE FIELD

### Airdrops in South Sudan – Fiona Lithgow (South Sudan Logistics Cluster Coordinator and SAG Member)

As the first example of logistics technology currently used in the field, WFP Logistics in collaboration with SkyPAK Technology has initiated the delivery of Vegetable Oil by air in South Sudan using innovative packaging. The packing technology is used during airdrops in key inaccessible locations, saving costs and delivery time. The technology presents significant potential for the humanitarian context, allowing for rapid areal deployment of pre-identified items in hard to reach areas and targeted distributions without risk for the population. The delivery method is a last resort due to the cost and lifesaving nature of the response. However, more work is needed on improving the environmental aspect of the disposal of packaging, setting up the infrastructure required for successful use of the technology and sensitizing populations on the items received.

Logistics Cluster South Sudan	Air ops	Logistics Cluster South Sudan	Potentials
		<ul style="list-style-type: none"> <li>• Rapid Aerial Deployment capabilities</li> <li>• Life sustaining delivery of pre-identified items</li> <li>• Targeted distributions to populations</li> <li>• Access to inaccessible areas</li> <li>• Light packaging and dispersal methods means the population is not at risk</li> <li>• Innovation- packaging designed to suit what organisations need</li> </ul>	

### MOBILE PROJECT – FULL TRACEABILITY THROUGHOUT THE ENTIRE SUPPLY CHAIN– PATRICK EFINDA (UNICEF)

UNICEF Supply Division shared its experience in the use of mobile phones to ensure full traceability throughout the entire Supply & Logistics Chain Management. The inventory application is currently enabling the registration of supplies (goods receipt) using a cell phone and having the synchronization automatically with SAP software used to manage resources. The tool is aiming to achieve more timely and automated receipt of goods into UNICEF Warehouse and better oversight on supplies handed over to the partners. In addition, it provides evidence that lifesaving supplies and essential commodities are reaching the affected population and ensuring accountability to the donors and beneficiaries.

#### Identification of solutions

Following analysis of potential solutions the project team proposed a combination of 4 mobile applications:

- **Goods receipt app (UNICEF): mInventory application**  
UNICEF registers receipt of supplies through a mobile application that sync automatically with VISION
- **Goods Receipt App (IP's): mHandover application**  
IP's registers receipt of supplies through a mobile application that sync automatically with VISION
- **IP distribution: UNISUPPLY application (e-Tools)**  
IP's record distribution of supplies as they are provided to the affected population through a mobile application. UNICEF monitors via eTools dashboard
- **Product feedback application**  
IP's provide feedback on quality of supplies for corrective and preventive action and product improvement through mobile application

#### mInventory – work flow



### SUPPLY CHAIN SYSTEM DESIGN – DRONES IN RWANDA - KAREN McNULTY (UPS/GAVI)

The representative from UPS, currently seconded to The Vaccine Alliance (GAVI) presented on the joint initiative with Zipline to use drones for delivery of vaccines and medical items, specifically blood specimens to rural areas of Rwanda. This example of the use of drones for last mile distribution is an innovative approach to improving delivery effectiveness and potentially reducing the associated costs, especially in situations where the existing road infrastructure is insufficiently developed. The project, initiated in 2016 is strongly supported and endorsed by the Government of Rwanda who were able to provide the necessary airspace access, crucial for its success. Development of the project will continue and the success of the project has paved the way for further roll out across more areas and locations within Rwanda. Limitations of the project that are currently being addressed include the drone payload, range and speed, as well as requirements for infrastructure of drone landing sites. For more information on the project, see the following link: [UPS Creates Global Partnership with Zipline and Gavi to Transform Delivery of Humanitarian Aid and Life-Saving Vaccines with Drones](#)

#### SUPPLY CHAIN SYSTEM DESIGN DRONES IN RWANDA



First of its kind national drone network for the delivery of essential medical supplies demonstrates three levels of innovation

- Technology innovation – the drone
- Use case innovation – “When time matters!”
- Partnership innovation – Gavi- UPS- Zipline- Government of Rwanda



### MARKET PLACE

This session was facilitated through presentations taking place simultaneously whereby participants could pre-select the sessions they preferred to attend. Please note, the Logistics Cluster provides the platform for information sharing and cannot endorse the content of individual sessions.

#### 1) *Cash Transfer Programming (CTP) and the Logistics Cluster – Samuel Terefe (Logistics Cluster)*

During the session, attendees discussed the potential role of the Logistics Cluster in CTP. The objective of the Logistics Cluster role should be to incorporate CTP information into existing supply chain knowledge including information collected in the Logistics Capacity Assessments (LCAs) and preparedness activities. The Logistics Cluster could advocate for collaborating more with existing, interagency market assessments and undertaking additional assessments together with humanitarian organisations. Engagement with cash working groups and advocating for logistics related surveys would avoid duplication of work, facilitate access to markets via infrastructure analysis and allow for advocacy of prioritization for infrastructure rehabilitation where specific contexts require this. Logistics Cluster information-sharing platforms could be used as mechanisms for sharing of assessment information and monitoring of CTP data. The group indicated CTP delivery methodology should be treated like other delivery methodologies in emergency operations in which immediate intervention is required to support beneficiaries through in-kind assistance.

**2) *Continuously Improving Humanitarian Logistics with LEAN – Andrew Parris (Medair)***

This discussion focused on LEAN, a proven approach to continuous improvement in humanitarian logistics implemented by eliminating inefficiencies through a supply chain management system. Developed by Toyota, Lean has been applied in the NGO context and is transforming NGO operations, reducing costs, time and increasing efficiency. Medair also presented the challenges to applying Lean in a humanitarian NGO. Finally, Medair will share ideas on how humanitarian NGOs can get started with Lean. Following the discussion, a visit to the Toyota Manufacturing UK was suggested by the presenter as a way to gain more understanding of the system and the plan for a 2018 Summit on Lean in NGOs was presented. Participants who wish to know more on Lean should contact Andrew Parris, Medair ([andrew.parris@medair.org](mailto:andrew.parris@medair.org)).

**3) *Fleet Costings Project – Maria Besiou (Kuehne Logistics University - KLU) and Rebecca Lewin (Plan International)***

KLU and Plan International have been working together to develop a cost identification and allocation tool to support the field offices of Plan International identify a reasonable and sound estimate of the costs per kilometre (km) that should be allocated to the donors for each km run by an average vehicle in the field. The discussion focussed on the development and advantages of using the tool. Through implementation, some of the vehicles' expenditures have been identified as not being covered by the donors since staff underestimate them in the grant proposal. To enhance the effectiveness of implementation, logistics and finance teams worked together from the beginning of the project, sharing knowledge and ensuring a collective understanding of the importance of the tool. Successful implementation of the tool also required collaboration with countries to help them understand how improvements can be made and why improvement is required, in addition to communication with internal and external stakeholders.

**4) *Automated System for RE Consignments (ASYREC) – Virginie Bohl (OCHA), Renaud Massenet and John David (UNCTAD)***

The ASYREC system aims to enhance the automation of simplified customs procedures for expeditious facilitation of humanitarian imports during an emergency. The ASYCUDA module for Relief Emergency Consignments automates the control and monitoring of relief consignments. Humanitarian aid will be fast tracked through customs, reducing waiting periods and bottlenecks. During the discussion at the Market Place session, it was recognised that system will facilitate tax exemption and increase transparency, thanks to the pre-registration of list of items and eligible actors. The need for a better coordination between governmental organisations as well as an international agreed coding commodities were also highlighted. This joint OCHA / UNCTAD collaboration started in 2014 and resulted in the ASYREC prototype, followed by a pilot phase with the assistance of the Department of Customs of Nepal. Funds are now needed to create the final product and for its implementation in disaster-prone countries where ASYCUDA is already implemented. For more information on ASYREC, please visit [www.asyrec.org](http://www.asyrec.org) and/or contact Ms. Virginie Bohl ([bohl@un.org](mailto:bohl@un.org))

**5) *Logistics Advocacy – Maxence Giraud (Handicap International)***

During the session, it was raised that very few NGOs have a Logistics Director position inside the organisation's board with decision-making power to influence strategic decisions and actively

improve humanitarian responses. Logistics should be considered a strategic asset in the humanitarian sector, an “actor” in the operations enhancing effectiveness and allowing access to beneficiaries. Logistics is most commonly involved at the implementation phase of the project cycle however; involvement at the assessment and design phase would improve cost efficiency through the optimization of resources. However, this model requires a strategic approach and initial investments that will help to do more with less in the mid-long term. The Réseau Logistique Humanitaire (RLH) will develop a white paper on the topic which shared with all partners once finalized.

**6) *Field SCM Software and opportunity for an NGO Platform – Jean-Baptiste Lamarche and Pascal Guenichon (ACF France)***

Over the last three years, ACF has been working on a project to develop a Field Supply Chain Management Information System. The system aims to address the increasing volumes of supply chain data that requires daily management and consolidation, exceeding the scope of basic tools such as excel. The tool tracks data at all levels of the supply chain; from request to delivery and ensures compliance with procedures. Field constraints have also been taken into consideration when developing the tool including the possibility for offline operation, user-friendly interface with auto-training and shared view between HQ and field level. The system also includes a humanitarian supply chain catalogue which eases procurement requests and standardises data. The system continues to be in the development and implementation phase and a study into the feasibility of a partnership model using a specific context and costs is underway.

## DAY THREE

**PRESENTATION SLIDES FROM DAY THREE (PASSWORD – GLMLEYSIN):**

[HTTP://WWW.LOGCLUSTER.ORG/GLOBAL-MEETING-DOCUMENT/POWERPOINT-PRESENTATIONS-DAY-THREE](http://www.logcluster.org/global-meeting-document/powerpoint-presentations-day-three)

**OPERATIONS UPDATE**

***Sean Price (Global Logistics Cluster) and Samuel Terefe (Syria Logistics Cluster)***

The current Syria Logistics Cluster coordinator provided an update on the response from within Syria and across the region for the Whole of Syria Response (including Turkey and Jordan). The status of activities, staffing, funding and budget were presented to attendees. The Logistics Cluster is one of the highest funded considering it cuts across all sectors and represents all partners. The main challenges in the operation were also discussed including the high levels of insecurity restricting movement, access to facilities and access to donors, and challenging bureaucracy affecting the process for approval of convoys.

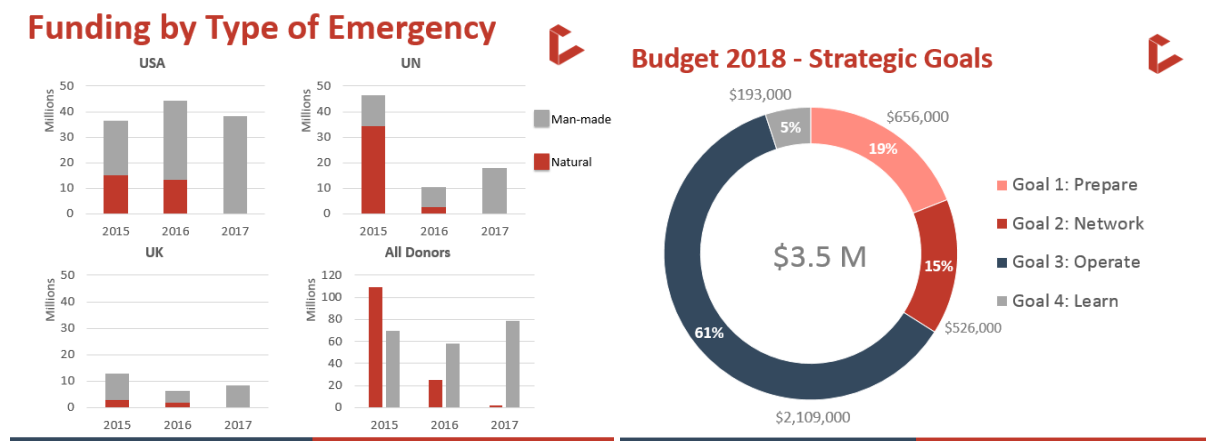
Participants were briefed on the Logistics Sector in Bangladesh; key activities, use of new approaches and shifts in emergency response contexts and tools. A storage facility in Ukhia provided and operated by WFP is the only logistics service currently implemented under the Concept of Operations, although work is ongoing to identify additional capacity. The inter-sector coordination structure is unusual (i.e. led by IOM via an Inter-Sector Coordination Group – ISCG – at the request of the Government of Bangladesh) but this has not seriously impacted the Logistics Sector activities of coordination with partners, response-level management in the Government and other humanitarian organizations. The Logistics Emergency Team (LET) has been pro-actively engaged from the start, and new communications channels (e.g. skype group) have proven highly successful in building and maintaining a community of practice within supply and logistics, and across organizations. Early engagement through the ISCG in discussions on infrastructure resilience has been effective. The Logistics Sector,

through WFP, is in the process of augmenting temporary storage capacity in the Ukhia storage facility to mitigate risks to aid distribution from rain and flooding. Bangladesh was the first country where WFP’s new financial management structure has been used at the sector start-up, there are key lessons to learn from this experience and improve and clarify processes for the next emergency.

### LOGISTICS CLUSTER FINANCE

**Presented by Stephen Cahill (Global Logistics Cluster Coordinator)**

As regular practice at global meetings and as initiated at the Budapest Global Meeting in 2015, the Global Logistics Cluster Coordinator gave an overview of the Logistics Cluster funding status and how the Logistics Cluster is financed. USAID/OFDA remains the highest donor throughout the last 3 years, donating up 35% of all funding. In 2017, operations have been funded at very high levels with 92% of funding requirements received. The operation in Bangladesh is awaiting additional confirmed funding and Ukraine and Iraq funding requirements are expected to reduce due to decreasing operational needs. A breakdown on the funding by type of emergency was presented for the first time in a GLM. It highlights the reduction in emergencies caused by natural disasters compared with the increase in emergencies caused by man-made disasters. The Global Logistics Cluster expenditure 2017 and budget 2018 was presented with additional expenditure planned for the preparedness, network and learn strategic goals.



### WORKING GROUPS UPDATE

**Sphere Project - Neil Rodrigues (World Vision International)**

There has been low activity from the working group. The working group chair will share a timeline and highlights of changes to the documents which focus on logistics and supply chain standards to be included in the Sphere Handbook. The documents will be published on the working group website (<http://www.logcluster.org/logistics-cluster-working-groups>) and reviewed by partners before being included in the handbook in mid-2018. In addition, the working group chair will draft a proposal on the delineation of the companion guide to the sphere handbook.

**Training/Roster – Bruno Vandemeulebroecke (Logistics Cluster)**

The Logistics Cluster trainings aim to reinforce basic, operational and strategic competences and capacities of the humanitarian community. The training portfolio continues to develop with additional trainings being made available and development of the online Logistics Cluster Induction (LCI) training in progress. The portfolio has a cumulative approach from induction over LRT and IM training to Cluster Coordinator training, while there is also a series of topical trainings being provided or in development. Participants were also updated on the drafting of the training concept note. The Participants were also informed and updated in the advances on the creation of the emergency deployment roster which aims to reach out to trained and qualified logistics professionals for

deployment or secondment during emergencies. Discussions were initiated on the whether or not the agency should be included in the communication with the roster members and if it is compulsory for LRT participants to be part of the roster. Following the overhaul of the LRT the previous Working group seized its activities. The Participants agreed on the need for a working group or a working session on the usage of the roster.

#### ***Key Performance Indicators (KPIs) Mike Goodhand (British Red Cross) and Sean Price (Logistics Cluster)***

The key performance indicators (KPI's) working group was established following the 2017 Bonn GLM; but the topic has been recurrent over the last few years. Participants were briefed on the definition and scope of work including the need to define KPI's for the GLCST and national Logistics Clusters and Sectors; and the next steps to revise and/or implement the KPIs. Key achievements include identifying KPIs to measure progress towards achieving the goals outlined in the Logistics Cluster Strategy (see summary of KPIs proposed by Strategic Goal in Annex I and KPIs proposed for Operations in Annex II). A harmonized list of KPIs for Service Providers at country level based on existing practice was also presented. Participants are encouraged to provide feedback and/or amendments to Michael Goodhand ([MGoodhand@redcross.org.uk](mailto:MGoodhand@redcross.org.uk)) by 26 January 2018 which will be included and a final summary of proposed performance measurements to be submitted to the KPI Working Group, and thereafter to the Global Logistics Cluster Coordinator and SAG for endorsement and implementation.

#### ***Preparedness – Dorte Friis (Logistics Cluster)***

The current status of the preparedness project was presented including the ongoing activities in Haiti and Madagascar and the plan for roll-out of the project in Bangladesh and Indonesia in 2018, possible through additional funding received in 2017. The platform continues to be developed and possibilities for including new features within the tool. For more information on the preparedness platform, please see the following link: <http://www.logcluster.org/preparedness/preparedness>

#### ***Lessons Learned – Dorte Friis (Logistics Cluster)***

GOAL and UNHCR (TBC) to join the Lessons Learned working Group. Following a presentation of the Lessons learned process, areas requiring strengthening and ways the Logistics Cluster follows up on lessons, attendees moved to discuss the involvement of the working group members. The Working Group members will maintain a consultative role, providing feedback on ways to keep strengthening the process, feedback on key findings from Lessons Learned exercises as well as contribute to the strategic development of the area.

#### ***Working Group Plenary - Stephen Cahill (Global Logistics Cluster Coordinator) and Rebecca Lewin (SAG Member)***

In plenary, the Global Logistics Cluster Coordinator and a SAG member facilitated an overview session on the status of the working groups. Participants agreed the working groups should be reviewed every six months at the GLMs. A cash working group was established to focus on defining the future role of the Logistics Cluster in CTP and market based responses and operations. Based on the market place session, the group raised the need to look more into how the Logistics Cluster can engage in advocating to raise the profile of logistics within the humanitarian sector to be considered as a possible session on the spring 2018 GLM agenda.

#### **Action Points:**

- A session focussing on the Logistics Advocacy white paper and possible engagement mechanisms of the Logistics Cluster in advocating for improving the profile of logistics within the humanitarian sector to be considered as an option for the agenda for the spring 2018 GLM.
- The following working group action points were agreed:

- **Preparedness:**
  - Working group members to define the objectives for the next 6 months.
- **Sphere:**
  - Working group to be extended until the finalisation of the document.
  - Documents to be published on the working group website.
- **KPI:**
  - Academic institutions to provide support
  - The list of KPIs developed to be shared for comment in the Global Meeting Note for the Record
- **Lessons Learned:**
  - GOAL and UNHCR (TBC) to join the Lessons Learned working Group.
- **Training/Roster:**
  - Working group to rewrite TORs concentrating on roster development
  - WVI to join the Training Working Group
- **Finance:**
  - Working group closed (to be included within SAG meetings and presented during the GLMs as a standard).
- **Service Provision:**
  - Newly created working group
  - Working Group Members to be ACF France, Global Logistics Cluster, GOAL, Handicap International (co-lead), MAF, Oxfam, Premiere Urgence Internationale, Solidarités International, USAID (TBC), WHH (co-lead), WFP (TBC)
- **Cash**
  - Newly created working group, TORs to be drafted
  - Working Group Members to be ACF Spain, CRS, Oxfam, Plan International, Tearfund

## **LOGISTICS CLUSTER STRATEGY POST 2018 UPDATE**

***Stephen Cahill (Global Logistics Cluster Coordinator) and Rebecca Lewin (SAG Member)***

The current Logistics Cluster strategy will end in December 2018. Whilst some activities have progressed significantly or have been completed, a number of activities remain ongoing or not yet started. Considering this, members of the Logistics Cluster community recommended a review of the status of the strategy and related activities. The review, to be organised by the SAG should also look at the relevance of the strategy with the global context and operating environment, which has seen a dramatic shift in recent years. Considering the review will form the basis of the next strategy, it should be completed and presented in the next GLM in spring 2018. The discussion at the GLM could also focus on potential additional activities to be included in the strategy. The current three-year scope of the strategy should also be reviewed and an extension to five years is to be considered allowing more time to achieve the activities and goals.

### **Action Points:**

- Review of the 2016 – 2018 strategy activities status and relevance of the strategy with the global context to be completed before the spring 2018 GLM. SAG to follow up with the review.
- Session looking at the status of the 2016 - 2018 strategy activities in relation to the development of the post 2018 strategy (and activities to be included) in the next GLM.

## **CLOSING REMARKS**

Stephen Cahill, Global Logistics Cluster Coordinator closed the event by thanking SDC (Swiss Agency for Development and Cooperation), HELP Logistics and Medair for their support in organising the

meeting. He also thanked the participants (67 from 52 organisations) for their involvement and insightful contributions to the discussions. Stephen Cahill highlighted some key takeaways from the meeting, the success of the keynote speech and theme of trends in humanitarian logistics and supply chain technology. The service provision session was also a highlight, providing valuable and informative discussion and creation of a dedicated working group a positive development. Finally, he emphasised open discussion as a strong and valued feature of the Logistics Cluster community.

## ATTENDANCE LIST

Name	Organisation
Jean-Baptiste Lamarche	ACF France
Pascal Guenichon	ACF France
Alvaro Villanueva	Action Contra el Hambre
Steve Smith	Airlink
JP Fisher	Americares
Christophe Peyrichou	Bioport
Mike Goodhand	British Red Cross
Martin Dalton	Concern Worldwide
Lionel Lajous	CRS
Jason Connolly	DFID
Didier Merckx	ECHO
Paul Jansen	Fleet Forum
Theo Lingens	German Federal Agency for Technical Relief (THW)
Mary Jelliti	GOAL
Yvette Madrid	GS1
Maxence Giraud	Handicap International
Sean Rafter	HELP Logistics
Jonas Stumph	HELP Logistics
Christophe Hambye	ICRC
Juan Galvez	IFRC
Jonas Bergmann-Paulsen	Innovation Norway
Joachim Mikalsen	INSEAD
Frederic Chilcott	INSTITUT BIOFORCE
Neil Rodrigues	International Medical Corps
Takuya Ono	IOM
Chris Honsberger	IRC
mohammed.gul	Islamic Relief Worldwide
Joern Ostertun	Johanniter
Maria Besiou	Kuehne Logistics University
Karen McNulty	LET - UPS
Samuel Terefe	Logistics Cluster - Syria
Stephen Cahill	Logistics Cluster
Bruno Vandemeulebroecke	Logistics Cluster
Lucy Styles	Logistics Cluster
Sean Price	Logistics Cluster
Cristina Vicuna	Logistics Cluster
Dorte Friis	Logistics Cluster
Fiona Lithgow	Logistics Cluster - South Sudan
John Woodberry	MAF

Martin Haase	Malteser International
Cecile Terraz	Medair
Andriy Muzalyev	Medair
Erland EGIZIANO	MSF Logistique
Virginie Bohl	OCHA
Seybou Djibo BACHIR	OXFAM
Rebecca Lewin	Plan International
Stephan MAGNALDI	Premiere Urgence Internationale
Sheona Grant	ShelterBox
Fabrice Perrot	Solidarités International
Rudolf Ott	Swiss Agency for Development and Cooperation (SDC)
Pieter C. Bakker	Tearfund
Norredine ZENATI	terre des hommes Lausanne
Renaud Massenet	UNCTAD
John David	UNCTAD
Lemuel Nduati	UNHCR
Marta Laurienzo	UNHRD
Patrick Efinda	UNICEF
Bob Demeranville	USAID/OFDA
Gurmeet Philora	USAID/OFDA
Wolfgang Lehmacher	WEF
Cesar Arroyo	WFP
Rohanna Law	WFP (Facilitator)
Dragica Pajevic-Alp	WFP
David Jakob	WHH
Guillaume QUEYRAS	WHO
Mike Pattison	World Vision International

## ANNEXES

**GLOBAL MEETING WEBSITE: (PASSWORD - GLMLEYSIN)**

[HTTP://WWW.LOGCLUSTER.ORG/GLOBAL-MEETING/GLOBAL-MEETING-LEYSIN-2017](http://www.logcluster.org/global-meeting/global-meeting-leysin-2017)

**PRESENTATIONS DAY ONE:**

[HTTP://WWW.LOGCLUSTER.ORG/GLOBAL-MEETING-DOCUMENT/POWERPOINT-PRESENTATIONS-DAY-ONE](http://www.logcluster.org/global-meeting-document/powerpoint-presentations-day-one)

**PRESENTATIONS DAY TWO:**

[HTTP://WWW.LOGCLUSTER.ORG/GLOBAL-MEETING-DOCUMENT/POWERPOINT-PRESENTATIONS-DAY-TWO](http://www.logcluster.org/global-meeting-document/powerpoint-presentations-day-two)

**PRESENTATIONS DAY THREE:**

[HTTP://WWW.LOGCLUSTER.ORG/GLOBAL-MEETING-DOCUMENT/POWERPOINT-PRESENTATIONS-DAY-THREE](http://www.logcluster.org/global-meeting-document/powerpoint-presentations-day-three)

### ANNEX I – KEY PERFORMANCE INDICATORS FOR STRATEGIC GOALS

**VISION: Vulnerable communities globally are *effectively* served in crises by a *prepared* and *locally* driven humanitarian system**

**KPI A:** How to measure if logistics response becomes more *effective*, or not? (satisfaction of cluster/sector stakeholders)

**KPI B:** How to measure if logistics response becomes based on more *prepared* systems/capacities, or not? (Lead time for: Human Resources, Services and Assets to be available)

**KPI C:** How to measure if logistics response becomes more *locally driven*, or not? (Increase in participation of local actors – civic, public and private)

**GOAL 1: Strengthen the immediate response capacity of national actors in disaster-prone countries, and identify best capacities for potential humanitarian response.**

**KPI 1:** Degree to which national capacity is strengthened.

**KPI 2:** % of logistic preparedness capacity gaps that are addressed.

**KPI 3:** % of action plans that are adopted and implemented at a local level by local organisations.

**GOAL 2: Engage with various actors on the global, regional and local levels to understand and address humanitarian logistics requirements.**

**KPI 4:** % of local, regional and national registered partners that participate

**KPI 5:** % and variety of organisations / stakeholders engaged.

**GOAL 3: Operate an effective platform that provides operational coordination, leadership of common logistics services, and logistics information to support the humanitarian community.**

**KPI 6:** Degree to which resource pool (human resources) meets demands of new and on-going emergencies.

**KPI 7:** % of pre-agreements (assets, service providers) signed with selected countries.

**KPI 8:** % of operations that implement standards- (i.e. implement up-to-date toolkit, SOPs, MOUs etc.)

**GOAL 4: Actively use learning to improve humanitarian logistics operations through learning from experience and sharing best practices within the logistics cluster partners.**

**KPI 9:** % of LLE recommendations adopted and implemented internally and externally

**KPI 10:** % of best practices adopted and implemented internally and externally

## **ANNEX II – KEY PERFORMANCE INDICATORS FOR OPERATIONS**

### **COORDINATION & INFORMATION MANAGEMENT:**

**KPI 11:** % and variety (with focus on local) of organizations actively participating in coordination and information sharing

**KPI 12:** % of meetings held to schedule

**KPI 13:** % of organizations that rate satisfactory for coordination and information sharing

**KPI 14:** % of information gaps identified and addressed within target time

### **SERVICE PROVIDERS:**

**KPI 15:** 85% of con-ops services requested are fulfilled

**KPI 16:** 85% of organizations that rate 'satisfactory' for the service provided

**KPI 17.1:** Local vs international values of equipment procured, rented or leased

**KPI 17.2:** Local vs international values of services contracted

**KPI 17.3:** Local vs international values of staff employed

**KPI 18:** % of expenditure against approved budget

**KPI 19:** Lead time (against plan) to close down services that are no longer required to meet a humanitarian need.

**KPI 20:** Lead time (against plan) to open services given funding, security and con-ops approval.