



Gap Analysis and Action Planning Workshop 29-30 October 2020 | Harare, Zimbabwe

Contacts

Patricia Thornhill

Logistics Preparedness Expert

patricia.thornhill@wfp.org

Penniless Chikumba

Logistics Preparedness Officer

penniless.chikumba@wfp.org



Introduction/Background

In March 2019, Cyclone Idai crossed into Zimbabwe as a Tropical Storm causing severe flooding and landslides. The storm caused significant damage mainly in Chimanimani and Chipinge districts in the Manicaland province, rendering approximately 90% of the roads and bridges in the affected areas unusable. The Logistics Cluster was activated to assist and fill the logistics gaps in the supply chain of relief items.

As the situation improved and the response transitioned from emergency to early recovery, the Logistics Cluster scaled down its operational activities and began working towards rolling out preparedness initiatives, designed to build on lessons learned and foster collaboration and communication within the humanitarian community in Zimbabwe. Food insecurity resulting from the combined effects of drought and the impact of Cyclone Idai highlighted challenges with supply chain, further compounded by the economic situation. Contingency planning for supporting logistics for COVID-19 global pandemic control was also needed. The need for logistics preparedness was supported by the government's Department of Civil Protection (DoCP), various UN and INGO/NGO actors, national societies and the private sector. This resulted in the start of the Logistics Preparedness Project in February 2020. The Project is co-led by the DoCP and the World Food Programme (WFP). It aims to enable a coordinated and proactive approach towards improving local supply chain resilience in Zimbabwe.

Executive Summary

As the co-lead of the Logistics Preparedness Project, the DoCP invited participants to a two-day workshop in Harare. The workshop was organised by the DoCP with the support of WFP and facilitated by the Global Logistics Cluster. The workshop was designed as a key activity for Zimbabwe's Logistics Preparedness. Participants came together at the workshop under the newly formed Zimbabwe National Logistics Sector (ZNLS) which is led by the Government, the DoCP and brings together stakeholders before an emergency to identify potential solutions, draft a common action plan, and establish a national operational team environment. There were 45 participants across National and local government, UN agencies, National Red Cross, NGOs, donors and private sector organisations.

The purpose of the workshop was to bring together stakeholders to identify logistics gaps and needs, and specifically focus on the preparedness for flood season, lean season and logistics support for a COVID-19 vaccine roll out. The first day of the workshop captured the specific gaps and strengthening needs required across the logistics supply chain. The presence of all relevant stakeholders on the second day was used to formulate and develop solutions to identified issues. The ZNLS and six working groups were established as part of the project before COVID-19 lockdown and several activities were already in progress at the time the workshop was held. The workshop gave the opportunity to further familiarise attendants with



the Preparedness activities and obtain the necessary adhesion of the required actors for a partnership agreement. The workshop was also an opportunity for government departments to engage with the project and be a part of the different activities. The event was outcome-focussed and drew upon the lessons learnt to recommend solutions for the logistics challenges faced in Zimbabwe due to drought, flood, cyclone and COVID-19.

An action plan was agreed upon with the following priority activities to be finalised/ rolled out / developed:

- An identification and mapping of the Emergency warehouse capacity in flood risk areas, using the Warehouse Assessment guidelines developed by the ZNLS.
- The development of a government's warehouse management system and capacity building in warehouse management.
- A Mobile Storage Unit (MSU) assembly training of critical partners situated in risk locations during flood and lean season.
- The development and roll out of a real time road access constraints notification system.
- The finalisation and socialisation of Rapid Health Logistics Assessment guidelines.
- An enhancement of the importation of emergency relief items and - to document the requirements for future knowledge - the finalisation of the Import Clearance guidelines for Humanitarian relief items.

Workshop objectives

The DoCP requested for the workshop to be run before wet season and at a time when COVID-19 restrictions would have eased (so that the Government Ministries, Provinces and Authorities could work on planning and emergency response gaps and needs/ tools for flood season and lean season).

The Logistics planning for the anticipated COVID-19 vaccine distribution (which likely has a cold chain factor) was to be covered, using lessons from the current COVID-19 importation and distribution. The workshop was meant to provide an opportunity to address some of the critical issues (e.g. importation of medicines, development of a transport access constraints notification system during flood season) in the presence of all the appropriate authorities. Due to COVID-19 lockdown, the Government had challenges attending the Logistics Sector meetings held virtually (which had run a minimum of two times a month since March). DoCP wanted a physical meeting for Government members to enhance attendance and produce results.

Working groups had already been established under the ZNLS to enhance the timely provision of humanitarian assistance to those in need. Preliminary work was done during lockdown to enhance logistics preparedness and response for the COVID-19 response and in preparation for the flood and lean season. The workshop was to capitalise on the assembly of key stakeholders to socialise and finalise these initiatives as well as agree on other activities required.



The objectives for the two days were:

Day 1

- Gain input on logistics gaps and needs from Government, partners and the private sector.
- Advise on what has already been started to address this by the Sector.

Day 2

- Break into working groups to progress on the needs identified.
- Increase the Sector and Working Group participation to include key government, provincial and private sector contacts.
- Develop an action plan.

The detailed agenda is attached on [Annex 1](#).

Date and venue

In April 2020 the workshop was postponed due to the COVID-19 induced country-wide lockdown. When the risk mitigation restrictions were eased, the workshop was held on the 29 and 30 October 2020 in Harare, Zimbabwe.

Participants

The DoCP sent out invitations to participants in government ministries and the private sector. WFP assisted with sending out invitations to NGOs and UN agencies. One representative from each organisation and agency was invited. Strict COVID-19 precautions were put in place (mandatory masks, sanitiser and social distancing). A virtual attendance was set up to view presentations and input into the World Café exercise using Zoom.

List of Participants

NAME	POSITION	ORGANISATION
Annel Zodzi	Logistics Manager	Action Contre la Faim (ACF)
Ansem Ngwarati	Logistics Coordinator	Adventist Development and Relief Agency (ADRA)
Marius Zibwi	National Coordinator	Caritas
Johnson Muchati	Administrative Officer	Department of Civil Protection (DoCP)
Makombe Florence	Administrative Officer	DoCP
Nhete Jane	Senior Executive Assistant	DoCP
Nyarai Aliji	Principal Administration Officer	DoCP
Takundwa Tafadzwa	Driver	DoCP



Farai Mutyasera	General Manager Enterprise Business - Technology Services	Econet
Patricia Thornhill	Logistics Preparedness Expert	Global Logistics Cluster
Musa Chogumaira	Logistics Supervisor	Goal
Morgan Ndhlera	Logistics Assistant	International Organization for Migration (IOM)
Mukodza Lenard	Administrative Officer	Local Government
Nelson Kuyaziwa	Administrative Officer	Local Government
Tangirai Denhere	Administrative Officer	Local Government
Majoko Khatazile	Administrative Officer	Local Government
Addmore Mharure	Administrative Officer	Local Government
Simbarashe Chijiri	Procurement Officer	Ministry of Energy
Margret Nyakujara	Logistics Officer	Ministry of Public service, labour & social welfare (MPSLSW)
Christine Chiwawa	Principal Accountant	MPSLSW
P. Mazimuka	Acting Director	MPSLSW
Netsai Chimano	Procurement Officer	Ministry of Lands
Matilda Nhema	Head of Operations	Oxfam
Shanwas Mazadza	Logistics Manager	Plan International
Joseph Musariri	Director	Shipping and forwarding agents association of Zimbabwe
Vibhavendra S Raghuvanshi	Technical specialist	United Nations Population Fund (UNFPA)
Tabinda Syed	Supply & Log Manager	United Nations Children's Fund (UNICEF)
Tendai Murevanhema	Grants Management Officer	UNICEF
Clement Mhlanga	Partnerships Liaison Officer	United Nations Office for Project Services (UNOPS)
Andrew Chimedza	Head of supply chain	World Food Programme (WFP)
Francesca Erdelmann	Country Director	WFP
Ian Figgins	Logistics Officer	WFP
Joseph Makumbe	Logistics Assistant	WFP
Lilly Maguze	IT Operations	WFP
Penny Chikumba	Logistics Preparedness Officer	WFP
Kenneth Chindedza	Procurement Officer	World health Organization (WHO)
Lemson Machibiza	Specialist Logistician	WHO
Chenjerai Sisimayi	Health Specialist	World bank
Tariro Tserayi	Disaster Risk Management Specialist	World bank
M.T Denhere	Director, humanitarian and development	Zimbabwe Council of Churches
Shephard Munondo	Field Officer	Zimbabwe Council of Churches
Talent Mbendana	Logistics Officer	Zimbabwe Red Cross



I. M Tayengwa	Commissioner	Zimbabwe Republic Police
Oscar Chikwaya	Secretariat ZRPPGHQ Operations	Zimbabwe Republic Police

Working sessions outputs

Logistics gap analysis and needs identification group sessions were conducted using the World Café style. Working groups sessions for enhancing key areas of supply chain and developing the Action Plan were set up under the following themes:

- Coordination and Information sharing
- Transport
- Warehousing
- Import clearance and local procurement
- Flood preparedness and Prepositioning
- Health Logistics



Health Logistics working group

Overall outputs

The overall outputs for the workshop were:

- Logistics Preparedness Action Plan for 2020-2021. The Action plan was drafted using information gathered through the working group discussions. It is attached on **Annex 2**.
- Updating of the working group terms of reference and agreement of the working groups to address critical logistics gaps defined in the Action Plan.



Challenges and Recommendations

- The push for the workshop to be conducted by the end of October before wet season clashed with deadline for completion of the strategic plans for government ministries. As a result, many key government stakeholders such as Zimbabwe Revenue Authority (ZIMRA), Ministry of Health and Child Care (MoHCC), Ministry of Transport, National Pharmaceutical Company (NatPharm) were out of Harare attending strategic planning conferences. Smaller working group face to face meetings with lunch provided may need to be conducted to get by in from key government stakeholders on outputs.
- The Director of the DoCP was unavailable for the workshop due to a competing Ministry strategic planning workshop. A separate briefing meeting will be conducted to advise of outcomes and seek endorsement of the Action Plan, introduce the Physical Access Constraints (PAC) and identify and confirm priorities with the Director of the DoCP.
- The project will need to facilitate the work among various partners to ensure that any challenges in implementation are addressed effectively and that synergies are created. This may include the sharing of information regarding available funding, resources or expertise to facilitate the closing of gaps.



Annex 1: Agenda

DAY 1: 29 October 2020		
TIME	ACTIVITY	FACILITATOR
08:00	Registration	
08:30	Official Opening remarks	Francesca Erdelmann, Country Director WFP
09:00	Presentation from DoCP on Logistics preparedness and response	Nyarai Aliji, DoCP
09:25	Overview of the Logistics Preparedness Project and workshop activities.	Patricia Thornhill, Global Logistics Cluster
09:45	Group photo	
10:00	Coffee break	
10:30	Start of the World Café logistics gaps and needs analysis <ul style="list-style-type: none"> • Coordination and Information sharing • Transport • Warehousing • Import clearance • Flood preparedness and Prepositioning • Health logistics. • Local suppliers and manufacturers/procurement 	7 groups with 25-minute stations The station is a large round table with social distancing seating and only one writer. The pen made available was sanitised between each session.
12:30	Lunch break	
13:30	World Café continues	7 groups
14:10	Presentation of World Café results	7 groups
15:00	Coffee Break	
15:30	Presentation on activities that are already completed/ in progress to address the needs identified during the World Café and inputs needed to complete/implement these activities. <ul style="list-style-type: none"> • ZNLS SharePoint site and fortnightly meetings. • Warehousing assessment guidelines, warehouse mapping, MSU assembly, Warehouse management training. • Transport list, Physical Access Constraints mapping. • Import Clearance guidelines and Local Procurement. • Health Logistics Rapid Assessment Guidelines; UNICEF medical import workflow. 	Patricia Thornhill, Global Logistics Cluster
16:30	Close	



DAY 2: 30 October 2020		
TIME	ACTIVITY	FACILITATOR
08:30	Recap and presentation of the day.	
09:00	Break into groups for working sessions to progress /finalise needs identified from Day 1 Some agencies/organisations may need to rotate and and join other groups.	5 groups <ul style="list-style-type: none"> • Warehouse • Transport • Import clearance and local procurement • Medical Logistics • Coordination and Communication
	Coffee break	
10:30	Group working sessions continues	5 groups
12:30	Lunch break	
13:30	Group working sessions continue	5 groups
15:00	Coffee Break	
15:30	Presentation of working group results	5 groups
16:20	Action plan, Working Groups and Close	DoCP and Global Logistics Cluster



Annex 2: Action plan

1. Road transport and escavation providers and assets				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO Leads
1.1 Lack of information sharing on reputable commercial transport companies	<ul style="list-style-type: none"> 1.1 Develop a commercial transport company list of large and small trucks. <ul style="list-style-type: none"> Transporter list to be posted on the Zimbabwe National Logistics Sector (ZNLS) site accessible by Government and partners 	Completed	June 2020	Transport Working Group (WG)
1.2 Lack of information of available government and private sector transport and excavation assets for emergency response, or their location and contact arrangements	<ul style="list-style-type: none"> 1.2A Develop a list of government owned transport and excavation assets and their locations, with contact details. 1.2B Develop a list of private sector owned transport and excavation assets and their locations and contact details who would be willing to provide assistance in an emergency. E.g. HALO for COVID-19 1.2C Analyse for gaps and needs against flood mapping/ flood and cyclone history. 	Not started	January 2021	Department of Civil Protection (DoCP) and Transport WG
2. Road access constraints notification and mapping				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
2.1 Road construction and flood wash out information needs to be shared to improve humanitarian relief item transportation and logistics response planning	<ul style="list-style-type: none"> 2.1A Develop a WhatsApp group and standard procedures for communities to share road access issues. 2.1B Socialise and Implement the Physical Access Constraints notification and mapping system <ul style="list-style-type: none"> Work with Global Logistics Cluster on system scope and implementation Develop Standard Operating Procedures (SOPs) of for stakeholders, notification and verification process, indications on where to find maps. Training and roll out of system to stakeholders. 	Not started	Following Workshop	DoCP, World Food Programme (WFP) and Transport WG



1. Logistics Coordination				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
1.1 No national standing logistics coordination and communication group that includes government, UN and partners.	1.1A Develop a Zimbabwe National Logistics Sector for logistics coordination and information sharing for emergency preparedness and response.	Completed	February 2020	WFP, DoCP
	1.1B Develop Working Groups to enhance logistics preparedness and response capacity	Completed	November 2020	
	1.1C Maintain contact list on ZNLS SharePoint site.			
1.2 Coordination with Provincial and district level government needs enhancement	ZNLS coordinator to join monthly Provincial Development Coordinator (PDC) meetings to hear of logistics issues at field level and provide information on logistics tools, training and access to ZNLS SharePoint site.	On-going	Monthly	DoCP, PDC, District DC, Penny Chikumba
2. Logistics Information Sharing				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
2.1 There is no logistics information sharing site to access reference materials or store regulations, SOP's, guidelines, for future use.	<ul style="list-style-type: none"> Develop a ZNLS SharePoint site to store Contacts, regulations, logistics reference material, service provider information, agreements, etc for sustainable usage 	Completed	March 2020	WFP, ZNLS



3. Communication				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
3.1 There are connectivity issues in field.	3.1A Provide a map of the network coverage of current mobile service providers 3.1B Develop several modes of communication and sharing logistics information for field workers, including Log:ie	Not started	December 2020	WFP, ZNLS, Econet

1. Import Clearance				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
1.1 Unclear humanitarian import clearance guidelines and inconsistent timeframes for clearances causing delays in clearance of emergency relief items	<ul style="list-style-type: none"> 1.1A Develop import clearance guidelines for humanitarian commodities that clearly sets out the government regulations, requirements and processes for applications and approvals. 1.1 B Seek endorsement from Government agencies to support the timeframes and emergency approvals for humanitarian relief items. 1.1C Post guidelines and update regulations and contact details on the ZNLS SharePoint site. 	A Draft completed and out for comment	December 2020	DoCP, Import clearance Working Group - Zimbabwe Revenue Authority (ZIMRA)
2. Local Procurement				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
2.1 Reputable local supplier information is not shared and agreements for locally supplied or manufactured relief	<ul style="list-style-type: none"> 2.1A Share reputable supplier information and post on the ZNLS SharePoint site. 2.1B Assess current local manufacturing and supplier market for relief items, and quality assurance, and encourage the local procurement to reduce delays and benefit the local economy 	On-going	Commenced April 2020	DoCP, Ministry of Health and Child Care (MoHCC), ZNLS, Medicines Control Authority of Zimbabwe



items that meet quality standards are not honoured, due to economic challenges.	<ul style="list-style-type: none"> 2.1C Develop Long Term Agreements (LTAs) that are honoured by local manufacturers and suppliers, with humanitarian exclusion for inflation. 			(MCAZ), Standards Association of Zimbabwe (SAZ)
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1. Warehouse Mapping				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
1.1 Government and partner warehousing locations and capacities are not recorded or mapped.	<ul style="list-style-type: none"> 1.1A Map the partner warehousing locations and capacities that are available all year round, and overlay with flood mapping, for disaster planning and pre-positioning strategies. 1.1B Map the WFP and Partner warehousing and Extended Distribution Points (EDPs) for peak of 2019-20 lean season to assist with planning for greater 2020-21 lean season (seasonal food shortage emergency) 	Completed	August 2020	DoCP, WFP, and Warehouse WG
2. Warehouse Management Training				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
2.1 No appropriate online or practical warehouse management training for surge or new humanitarian workers	<ul style="list-style-type: none"> 2.1A Develop on-line training methods of warehouse management training that staff participate at their own pace that can be delivered in low internet connectivity areas. (Food, NFI and Medical) 2.1B When COVID-19 measures are reduced, develop and implement context specific face to face training utilising academia 	Not started	Online December 2020 Academia 2021	DoCP and PDC, DDC, Warehouse WG, Chinhoyi Uni and CILT



3. Emergency warehousing				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
3.1 There is insufficient warehouse space across the country for lean season and flood preparedness.	<ul style="list-style-type: none"> 3.1A Develop Warehouse Assessment guidelines for Government and partner use to assess 3.1B Conduct emergency warehouse assessments of government owned buildings and land that could be utilised during an emergency and map them. Build capacity of local government to do assessments 	3.1 A completed 3.1B in progress	Commenced October 2020	DoCP, WFP, PDC, DDC
3.2 No government department, UN agency or humanitarian agency can assemble MSUs	<ul style="list-style-type: none"> 3.2A Train a pool of Government, UN and partners in leading Mobile Storage Unit (MSU) assembly and dismantling Training of Trainers (ToT) and have this pool of trainers lead and train others. 3.2B Record and map MSU locations for prepositioning and emergency response planning 	In progress	Commenced October 2020	WFP, DoCP, IOM Partners

1. Long Term Agreements and supplier information				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
1.1 Need to create and share LTA's and reputable supplier information to create efficiencies in local procurement for aid items and reduce price inflation for humanitarians	<ul style="list-style-type: none"> Coordinate the development of COVID-19 Personal Protective Equipment (PPE), and sanitiser local suppliers lists and LTA's 	Completed	August 2020	UNICEF, ZNLS, DoCP, WHO, SAZ, MCAZ



2. Health Logistics Rapid Assessment				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
2.1 No guidelines for health logistics rapid assessment to support health emergencies and nationwide cold chain for anticipated COVID-19 vaccine campaign.	<ul style="list-style-type: none"> 2.1A to develop a rapid logistics assessment tool for the importation, storage and distribution of a temperature sensitive and highly valuable medicines. 2.1B Coordinate with MoHCC and World Health Organization (WHO) to determine the logistics gaps to support a country wide vaccine distribution to aid early planning and procurement. 	Draft complete and out for comment	September 2020	MoHCC, WHO, UNICEF, ZNLS, DoCP, Natpharm,