



# **Logistics Preparedness Gap Analysis and Action Planning Workshop**

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## Introduction/Background

The National Disaster Management Agency (NDMA) has been established by the President and Members of Parliament as a new Agency through National Disaster Management Act 2020. Prior to this, the Disaster Management Department was under the Office of National Security (ONS). NDMA is currently in a transitional phase to manage disasters, establishing offices and regional, district, and chiefdom disaster management committees and providing funding for the prevention and management of disasters throughout Sierra Leone.

The Logistics Field Based Preparedness Project aims to enable government, national and international NGOs, UN agencies, development partners, and the private sector to have a coordinated approach towards improving local supply chain resilience. The initiative is built upon localisation and skills-transfer which aim is to ensure national responders have the tools and knowledge needed to take ownership of humanitarian logistics operations and reach vulnerable communities during times of disaster. A dedicated, in-country WFP Global Logistics Cluster staff member has been appointed to support NDMA to enhance logistics coordination, collaboration, and knowledge sharing in Sierra Leone. An important output is the formation of a National Logistics Preparedness Working Group to bring stakeholders together before an emergency. Together, the working group will identify potential solutions, draft a common action plan, and establish a collaborative team environment in readiness for emergency response.

This Logistics Field Based Preparedness workshop is usually the first step of the project to collect logistics capacity and priority gaps and needs. It has been structured using lessons learnt from the recent health emergencies and landslide event. Furthermore, the recent Susan's Bay Fire presented an opportunity to capture current learnings which helped formulating the workshop. The after-action review of the fire together with the workshop provide a catalyst to share vital information on logistics initiatives and relevant disaster preparedness related activities across pillars and institutes and formulate common strategies to strengthen logistics capacity in Sierra Leone.

## Workshop Objectives

1. To share information on the newly established NDMA role and long-term plans.
2. To gain inputs from the Government, UN and humanitarian organisations, and private sector on current logistics emergency response capacity, gaps, and needs.
3. To share information on disaster preparedness and response projects, initiatives, and funding opportunities.

## Intended outputs

- A logistics preparedness short term and long-term Action Plan
- A logistics preparedness working group and sub-working groups

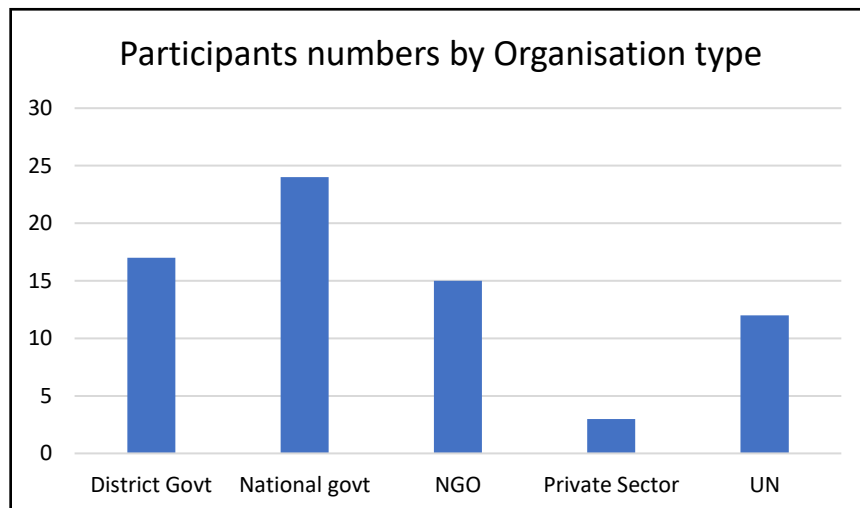


## Participants

The full participant list will serve to formulate the distribution list for the Logistics Preparedness Working Group and Sub-Working Groups.



Type	Count of Type
District Govt	17
National govt	24
NGO	15
Private Sector	3
UN	12





## Workshop Methodology

### Opening speeches and background information

- The workshop was chaired by John Vandy Rogers, Director of NDMA.
- It was jointly opened by Lt. General (Rtd.) Brima Bureh Sesay, Director General, NDMA; and Steve Nsubuga, Country Director, WFP.

Background presentations to set the scene for the workshop were provided by:

- Patricia Thornhill, Global Logistics Cluster, WFP, provided the background of the Logistics Field Based Preparedness Project.
- Sinneh Mansaray, Assistant Director, NDMA, provided an overview of newly established NDMA including current disaster coordination mechanism.
- Philomina Turay, Assistant Director, NDMA, provided inputs on the Susan's Bay Fire Logistics lessons Learnt.



### Group work and plenary sessions

**Day 1** – World café style. Participants were broken down into equal groups and spent 20 minutes on each workstation topic to capture the current capacity and gaps/issues before rotating to the next station, building on the works from the groups before. This enabled all participants to provide inputs on every topic in a short-focused timeframe. Workstation topics were:

- Coordination, data collection, and information sharing.
- Relief Item Prepositioning and Storage
- Import Clearance
- Transport
- Distribution to beneficiaries
- Health logistics



**Day 2** – Group work. Participants could choose the groups they wished to formulate short-term and long-term solutions for identified gaps and move of their own accord. Two stations were added to look at ideas for the long-term sustainability of the project activities implementation. Distribution to beneficiaries is out of scope of the logistics preparedness project but often identifies the last mile issues with logistics, which is not always considered. Gaps and issues from Day 1 beneficiary discussion were added to the relevant groups:

- Coordination, data collection, and information sharing
- Relief Item Prepositioning and Storage
- Import Clearance
- Transport
- Health logistics
- Funding and advocacy
- Sustainable institutional capacity building

Plenary sessions were used to report back, input further ideas, and create workgroup membership to develop and implement the plans.

### **Logistics information sharing presentations.**

Information sharing presentations were provided on the afternoon of Day 1 and Day 2 to inform the network of logistics initiatives and capacities from Government, UN, NGOs, and private sector. The presentations provided were:

- Bertrand Kerguelen, General Manager, Bollore – Commercial logistics in SL
- Duraman Kargbo, NDMA – Port Loko Logistics Base
- David Emmanuel Manley, DSTI – Medical supply chain technology to remote areas
- Patricia Thornhill (GLC) – Brian Mandevu, WFP, Road access constraints mapping and logistics capacity mapping platform (Log.ie)
- Marie Kolipha, Chemonics – Health Emergency Supply Chain playbook
- Patricia Thornhill – NDMA Google shared drive for logistics information sharing

All presentations and outcomes will be saved on the NDMA Google shared drive





## Group work outputs

Current capacity	Gap/issue	Short term solutions	Long term solutions
<b>Coordination, data, info sharing</b>			
<ul style="list-style-type: none"> <li>• Data collection apps</li> <li>• Good relationship with Mobile network providers (but coverage gaps)</li> <li>• Regular coordination meetings between NDMA and district coordinators</li> <li>• Joint MIRA assessment with partners</li> </ul>	<ul style="list-style-type: none"> <li>• Communication network</li> <li>• Logistics network not established; Need a routine coordination mechanism; Weak collaboration and cooperation inter-agency</li> <li>• Capacity of NDMA to manage pillars (need better control and coordination)</li> <li>• Technical capacity of resources in IT skills and data management</li> <li>• No website for dissemination</li> <li>• Need formal partnership with SLMET for early warning messages</li> <li>• Limited data collection tools; Enhancement of data collection tools needed</li> <li>• Poor data management - beneficiary distribution and receipt</li> </ul>	<ul style="list-style-type: none"> <li>• Website /platform to access logistics information</li> <li>• Map identified stakeholders and organisations and share in database</li> <li>• Design and review tools for data collection</li> <li>• Establish standing Logistics preparedness WG</li> <li>• Create network groups (working groups, WhatsApp groups, email groups)</li> <li>• Training of partners in data collection tools</li> <li>• Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination meetings to be held at national and local level and chair shared between partners</li> <li>• Log.ie implemented</li> <li>• Create database of disaster related incidents</li> <li>• Need equipment for data collection and information sharing</li> <li>• Need specialist data analyst in NDMA</li> <li>• Improved mobile network</li> <li>• SOP's and training on information sharing</li> <li>• Policy on data capacity for government with funding</li> </ul>



Current capacity	Gap/issue	Short term solutions	Long term solutions
<b>Stockpile/pre-positioning, storage, stock management, tracking and training</b>			
<ul style="list-style-type: none"> <li>• Warehouses in Freetown area</li> <li>• Port Loko Logistics hub</li> <li>• Small emergency stock of WaSH and Shelter items such as blankets and buckets and some rice (~ 1000 people)</li> <li>• Partners have warehouses in some districts</li> <li>• Training provided to NDMA for stock records and tracking</li> </ul>	<ul style="list-style-type: none"> <li>• Stock in country is unknown; No centralized data</li> <li>• Inadequate stock in country, not sure if there is enough prepositioned stock</li> <li>• Limited training capacities (limited human resources); Limited training in warehouse management/stock management</li> <li>• Issues of stock accountability</li> <li>• No food store in the country</li> <li>• Inadequate warehousing across the country</li> <li>• Insufficient emergency relief items to respond within 72 hours</li> <li>• Lack of storage facilities at distribution site (Temporary storage)</li> </ul>	<ul style="list-style-type: none"> <li>• Create stock inventory</li> <li>• Create a centralized database of all emergency stock</li> <li>• NDMA to improve logistics coordination</li> <li>• Increase training opportunities</li> <li>• Pull resources together and reduce duplication</li> <li>• Establishment of food storage</li> <li>• Map current warehouse capacities and fill warehouse gaps</li> <li>• Seek donor support for emergency relief item stockpile</li> <li>• Establish temporary storage capacity for emergency distribution centers</li> </ul>	<ul style="list-style-type: none"> <li>• A comprehensive stock inventory is created for all partners</li> <li>• NDMA to monitor coordination mechanism</li> <li>• Establish stock management and warehouse training</li> <li>• Enforce stock control measures and accountability during disasters</li> <li>• Establish emergency relief supply stocks</li> <li>• Map warehousing and have emergency warehousing mechanism for flood season and ad hoc disasters</li> </ul>



Current capacity	Gap/issue	Short term solutions	Long term solutions
<b>Import clearance</b>			
<ul style="list-style-type: none"> <li>• Established disaster agency</li> <li>• Some partners have SOPs</li> <li>• Single window Asycuda with e-waiver</li> <li>• Can clear on permit as emergency response</li> <li>• Sierra Leone National Shipping agency as focal point for clearing</li> <li>• Asycuda valid system</li> </ul>	<ul style="list-style-type: none"> <li>• Weak policy for implementation of SOP</li> <li>• Limited capacity of ONS</li> <li>• Late implementation of tax-free relief item</li> <li>• Protracted bureaucracy on the tax waivers for relief items</li> <li>• Ineffectiveness of the standards bureau</li> <li>• Limited community awareness of the single window Asycuda; Need to go to several authorities for clearance</li> <li>• e-waiver system processes</li> <li>• Effectiveness of clearance agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Engage government of the need for proper documentation / policy on issuance of blanket waivers to credible humanitarian agencies for clearance of emergency relief items</li> <li>• Utilisation of electronic based system (Asycuda world) to support import clearance of humanitarian relief items</li> <li>• Assess and create a database of credible clearance agencies through Customs, NDMA and Ministry of Finance</li> <li>• Investigate the establishment of bonded warehouses / warehouse sections in Partner port warehouses to reduce demurrage and port storage congestion</li> </ul>	<ul style="list-style-type: none"> <li>• Government to establish system for quick issuance of waivers for relief items</li> <li>• Engage government to establish weekend clearance during emergencies</li> <li>• A standardized electronic one window system for all emergency relief item clearances</li> <li>• Permanent provision of staff to work at the port to facilitate fast release of emergency items</li> <li>• MoU between government and private sector at port and airport.</li> <li>• Assigned fleet management at the port, airport for emergency delivery</li> </ul>





Current capacity	Gap/issue	Short term solutions	Long term solutions
<b>Transport</b>			
<ul style="list-style-type: none"> <li>• 8 military trucks</li> <li>• Commercial vehicles</li> <li>• Rental vehicles</li> <li>• Motorbikes for hard to reach areas</li> <li>• Local labour readily available</li> <li>• Private sector donation support</li> <li>• Sea boat</li> </ul>	<ul style="list-style-type: none"> <li>• No aircraft</li> <li>• Poor road conditions/ and accessibility</li> <li>• No boats for emergency response and poor landing sites</li> <li>• Information about road closures not readily available</li> <li>• Inadequate availability of vehicles/rental vehicles</li> <li>• Timely release of funds for fuel to support operations during response (is fuel ever an issue for availability?)</li> <li>• Insufficient transport support to volunteers</li> <li>• Poor quality of commercial trucks/lack of maintenance</li> <li>• Inclement weather during boat transportation (safety?)</li> <li>• Bad road networks</li> <li>• Inadequate vehicles to transport relief items to the beneficiaries/distribution site</li> <li>• Accessibility to distribution areas</li> <li>• Fuel sometimes runs out</li> </ul>	<ul style="list-style-type: none"> <li>• Map current transport and excavator service providers and assets owned by government and partners</li> <li>• Collaboration synergy with relevant institutions with capacity (RSLAF, drivers' union)</li> <li>• Storage of fuel for contingencies</li> <li>• Knowledge on information of road conditions at disaster sites/ implement road access constraints mapping</li> <li>• NDMA to establish MoU with National Petroleum agency</li> <li>• Availability stand-by funds for emergency response at national and local level</li> <li>• Identification of warehouses an evacuation sites for disaster victims</li> <li>• DMC to establish emergency transport plan to evacuation centers</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening collaboration with institutions and service providers for prompt access to relief materials</li> <li>• Procurement of transportation with the required storage system for emergency response</li> <li>• Construction or provision of warehouses with require storage systems at nation and district level</li> <li>• Procurement of vehicular equipment for emergency response (excavators, speed boat, etc.)</li> <li>• Improvement of existing road network country wide including dedicated emergency routes</li> <li>• Policy directive for the establishment of emergency response funds</li> <li>• Capacity building of personnel with thresholds for support for emergency response</li> </ul>



			<ul style="list-style-type: none"> <li>• Drone and ATV services established for remote relief item distribution</li> <li>• Improve seas landing sites</li> </ul>
Current capacity	Gap/issue	Short term solutions	Long term solutions
Beneficiary distribution			
<ul style="list-style-type: none"> <li>• Partner warehouses by port</li> <li>• Prepositioning of emergency stock by few partners</li> <li>• Partners with the requisite skills and experience to distribute items</li> <li>• Community delivery participation</li> <li>• Support from the security sector</li> <li>• Proper data collection by NDMA</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate warehousing across the country</li> <li>• Insufficient emergency relief items to respond within 72 hours</li> <li>• Inadequate training of volunteers to support the distribution process</li> <li>• Poor data management</li> <li>• Bad road networks</li> <li>• Inadequate vehicles to transport relief items</li> <li>• No SOP for beneficiary item distribution and weak coordination</li> <li>• Accessibility to distribution areas</li> <li>• Lack of storage facilities at distribution site (Temporary storage)</li> <li>• Limited trained staff on registration</li> </ul>	<p>Out of scope for logistics preparedness project but gaps and needs were utilized to capture last mile logistics and recorded under the relevant groups for solution discussions.</p> <p>Assessment and registration gaps and needs were captured and will be provided to WFP Registration Pillar co-lead.</p>	



Current capacity	Gap/issue	Short term solutions	Long term solutions
<b>Health Logistics</b>			
<ul style="list-style-type: none"> <li>• Ambulance services</li> <li>• Trained staff in various areas</li> <li>• Emergency response system</li> <li>• Medical storage facilities</li> <li>• Trucks for transport</li> <li>• Vaccines (EVD, COVID-19)</li> <li>• Emergency line in operation (117)</li> <li>• SOPs on quarantine</li> </ul>	<ul style="list-style-type: none"> <li>• Additional ambulances – transport</li> <li>• Capacity building for medical supplies</li> <li>• Additional cold storage facilities</li> <li>• Inadequate trained medical staff</li> <li>• Communications/awareness of rural localities</li> <li>• Inadequate stocktake of supplies</li> <li>• Drone delivery capacity</li> <li>• IPC measures not implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Drugs – use of available drugs (NMSA)</li> <li>• Source from Private medical sectors</li> <li>• Fuel – make service agreement with commercial dealers/fuel stations</li> <li>• Vehicle, Machinery, and equipment – use of available vehicles, boats, and equipment. Support from Partners</li> <li>• Storage and other supplies – differentiate drugs from consumables and machinery</li> <li>• Make use of available storage in hospitals, clinics, PHU</li> <li>• Share information, tools and strategies between Health logistics Pillar and Disaster logistics pillar</li> </ul>	<ul style="list-style-type: none"> <li>• Procure larger amounts of drugs with lower potency</li> <li>• Make annual service agreement with fuel companies</li> <li>• Procure specialized medical vehicles and boats</li> <li>• Delivery to remote locations with drone and ATV</li> <li>• Map cold storage facilities</li> <li>• Establish and equip cold storage capacity at Chiefdom and district levels</li> <li>• Develop and implement training on cold chain logistics for drugs and temperature sensitive medical supplies</li> <li>• Establish singular information sharing platforms for health and disaster logistics to avoid duplication of efforts and identify together gaps in information; Pool resources to address gaps</li> </ul>



Current capacity	Gap/issue	Short term solutions	Long term solutions
<b>Finance and advocacy</b>			
	<ul style="list-style-type: none"> <li>• There is currently no funding arrangement for the NDMA</li> <li>• There is no contingency fund for emergencies</li> <li>• Pandemic is draining funding globally</li> <li>• Donor fatigue in Sierra Leone; Aid funds reducing</li> <li>• Capacity for donor funding proposal writing is low</li> </ul>	<ul style="list-style-type: none"> <li>• Identify what agencies and donors have projects with a logistics or disaster component</li> <li>• Determine if there is opportunity to develop activities that benefit both projects</li> <li>• Identify if there are expiring funds the project can use from agencies/donors with capacity strengthening or DRR annua strategies</li> <li>• Investigate Regional projects /funding availability</li> <li>• Investigate Regional tools or activities that SL can adapt or be included in</li> <li>• Government Budget allocation for NDMA</li> <li>• Establishment of emergency contingency fund</li> </ul>	<ul style="list-style-type: none"> <li>• Long term annual commitment of funding from Government</li> <li>• Private sector commitment of support for disaster response; (corporate responsibility) E.g. provision of assets for emergency use by mining companies</li> <li>• Develop proposals and strategies to address costly long-standing logistics issues prioritizing disaster prone areas</li> <li>• Regional partnership proposals</li> </ul>



Current capacity	Gap/issue	Short term solutions	Long term solutions
<b>Sustainable Institutional capacity building.</b>			
	<ul style="list-style-type: none"> <li>• Basic computer skills and information sharing skills are needed</li> <li>• There are no common platforms to access and share logistics information and recall it in the future; Everything is distributed by WhatsApp and some email</li> <li>• The capacity of the local training institutes is not high</li> <li>• Training is delivered then staff leave or are rotated to other positions and the knowledge is lost</li> <li>• No humanitarian logistics training currently in SL</li> <li>• NDMA and district coordinators do not have stock management or warehousing training</li> <li>• Transport and import clearance are mostly done through service providers</li> <li>• There are limited policies and SOP's; Need documented rules and procedures to refer to that can be found readily</li> </ul>	<ul style="list-style-type: none"> <li>• Utilise Google drive and Log.ie initially to share and retain information and training</li> <li>• Development of SOP's and tools and their implementation</li> <li>• Use these tools as business as usual so embedded</li> <li>• Develop policy/ SOP/ training packages on:               <ul style="list-style-type: none"> <li>▪ Supply chain</li> <li>▪ Search and rescue</li> <li>▪ Stores management</li> <li>▪ Assessment and registration</li> <li>▪ Inclusive emergency response</li> <li>▪ Camp/site management</li> <li>▪ Data /knowledge management</li> <li>▪ Relief training</li> <li>▪ Stock tracking and reporting</li> <li>▪ Media management during disaster</li> <li>▪ Resource mobilization and management</li> <li>▪ Early warning system (EWS)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Decentralised Emergency response structures</li> <li>• TOT cascading training to all levels</li> <li>• Develop and implement a staff and volunteer retention strategy</li> <li>• Develop a website for NDMA information sharing</li> <li>• Communication strategy and implementation plan</li> <li>• Strengthening Early Warning systems</li> </ul>



		<ul style="list-style-type: none"> <li>• Coordination during emergency (ICS)</li> <li>• Project development</li> <li>• Reporting</li> <li>• Monitoring and Evaluation</li> </ul>	
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## Work group membership

### Logistics Preparedness Working Group

All participants and invitees will be included in the Working group and distribution emails and WhatsApp formulated.

### Coordination/ information sharing/ data working group

WFP Districts	NCRA SLRCS	Mobile companies Chemonics	NDMA UNICEF	NatCom Focus 1000	Media DSTI	UNDP WVI	UNOPS MIC
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### Stock prepositioning, tracking, reporting, and storage working group

WFP	NDMA	Districts	MoHS	WVI	Min of Planning	UNICEF	RSLAF	Drivers Union
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### Import clearance working group

NDMA SLPA	NRA MoFA	Min of Transport Pharmacy board	Bollere RSLAF	Goal SLP	MoF Standards Bureau	SLCAA SLNSC	Caritas Airport Mgt
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### Transport

Min of Transport Boat owners	RSLAF Drivers Union	Goal MTA	NDMA WFP	Districts SLIE	NRA Construction Cos	SLRSA Nat Petroleum
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### Institutional capacity strengthening

NDMA	Humanitarian agencies	Volunteers	Reputable training institutes	Regional networks	Donors	CDMC
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### Finance and advocacy

NDMA All UN agencies	Min of Finance Parliament SL	MoFA Civ Societies	MSED Private sector	Donors ECOWAS	Media / MIC Regional networks
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## Next Steps

- Set up the NDMA Google drive to share Logistics Preparedness information
- Set up communication groups via email and WhatsApp
- Develop the Logistics Preparedness Action Plan
- Hold the first National Logistics Preparedness working group meeting
- Commence working groups for the implementation of priority activities for flood season
  - Road access constraints – Transport working group
  - Logistics capacity mapping on Log.ie – Coordination and information sharing working group
  - Warehouse set-up with stock management system for NDMA

