



# SIERRA LEONE LOGISTICS PREPAREDNESS ACTION PLAN

National Disaster Management Agency

July 2021

# 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, establish offices and regional, district, and chiefdom disaster management committees, and establish funding for the prevention and management of disasters throughout Sierra Leone.

The Global Logistics Cluster within the World Food Programme (WFP) commenced a Logistics Field Based Preparedness Project (FBPP) in Sierra Leone late February 2021. The FBPP 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 and aims 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.

On 24 March 2021 a fire broke out at Susan's Bay in Freetown affecting 7,093 people and 1,597 households. The NDMA activated the Pillar system and the Situation Room. This was the first inter-agency emergency response that NDMA has coordinated since its establishment in November 2020, and without permanent staff appointed or allocation of a budget. The Logistics FBPP project supported an After Action Review following the emergency phase to capture the lessons learnt for logistics, as well as the other pillars, to guide the NDMA coordination and logistics enhancement priorities.

A two-day workshop was co-led by NDMA in May 2021 with key line ministries, district disaster coordinators, government authorities, UN agencies, INGOs and private sector to capture logistics gaps and needs and develop recommended short and long term strengthening ideas. The workshop outputs and the after action review were used to formulate the NDMA logistics preparedness action plan.

Another important output of the Logistics Gap Analysis and Action Planning workshop is the formation of a National Logistics Preparedness working group and sub-working groups to bring stakeholders together before an emergency. The Logistics Pillar has been expanded to include key government, humanitarian, and private sector partners and the Pillar terms of reference will now include logistics preparedness functions as well as operational response coordination during emergencies. This enables stakeholders to work together before an emergency to develop critical logistics information sharing mechanisms, tools and strategies, and establish a collaborative team environment to support affected communities.

WFP also conducted a field logistics assessment in eight districts and relevant findings for the Pillar were discussed and solutions identified. The Logistics Preparedness Action Plan has been formulated following the Logistics Preparedness Workshop, Susans Bay Fire lessons learnt, and WFP field assessment.

# I – Coordination and Information Sharing



1. INFORMATION COLLECTION, STORAGE, AND SHARING				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	DEADLINE	LEAD
<b>SHORT TERM</b>				
1.1 There is no information platform where humanitarian logistics information can be stored and shared	<ul style="list-style-type: none"> <li>• 1.1.A A Google shared drive is created where logistics information, tools, and training materials can be stored and accessed by Government, UN, and humanitarian partners (including health logistics)                             <ul style="list-style-type: none"> <li>○ Implementation and advocacy of the Google drive</li> <li>○ Training materials are developed on use</li> <li>○ Google drive becomes business as usual for logistics preparedness and response</li> </ul> </li> </ul>	Completed	Q2 2021	NDMA and WFP set up  All partners access and use
<i>Advocacy, finance, institutional capacity building: The Google drive is free for the first 15GB and then \$20 per year for 100GB, \$30 for 200GB, and \$100 per year for 1 Terrabyte. This can be covered by NDMA. Embedding it as business-as-usual tool in preparedness should sustain its use for response until NDMA has a website established</i>				
1.2 There is limited logistics capacity information available	<ul style="list-style-type: none"> <li>• 1.2.B Map logistics capacity information and other useful disaster information to inform logistics and disaster planning on the Log.IE platform and DSTI integrated government platform                             <ul style="list-style-type: none"> <li>○ Regularly capture logistics capacity through the Pillar</li> <li>○ Develop the Log.IE platform for Sierra Leone with relevant logistics and disaster information.</li> <li>○ Transition the information and capability to the DSTI integrated government portal so data collection and mapping becomes Government owned</li> <li>○ Explore the use of the MIRA tool to capture logistics information</li> </ul> </li> </ul>	In progress	Ongoing	NDMA, DSTI WFP, DDMCs, MoHS  All partners contribute
<i>Advocacy, finance, institutional capacity building: WFP technical support and tools will be provided to stakeholders to collect and map the capacity. Local Government capacity will be built to sustain logistics capacity information to be captured as business-as-usual in the future. An MoU will be developed between NDMA and DSTI to formalise this.</i>				
1.3 There are no SOP's or reporting templates to support logistics emergency response data capture or reporting	<ul style="list-style-type: none"> <li>• 1.3 Create/review Logistics data collection and reporting templates in readiness                             <ul style="list-style-type: none"> <li>○ Develop a Logistics situation report template to feed into the inter-pillar meetings</li> <li>○ Review the logistics assessment questions in the MIRA tool for community assessment</li> <li>○ Develop a Logistics rapid assessment reporting tool for large scale emergency</li> <li>○ Stock distribution reporting template for standardisation across agencies</li> </ul> </li> </ul>	Not started	Q4 2021	DDMC, NDMA, WFP, RSLAF, FCC
<b>LONG TERM</b>				
1.4 The NDMA does not have its own website or information data analysis and sharing capacity	<ul style="list-style-type: none"> <li>• 1.4 NDMA establishes a website for its disaster planning and real time emergency response information sharing.                             <ul style="list-style-type: none"> <li>○ Google drive and Logistics Cluster website utilised in the interim</li> <li>○ MCI assists with the development of the Website</li> <li>○ Build up capacity building in data analysis and real time information capacity</li> <li>○ In-house staff capacity for rapid information analysis, upload, and sharing through platform links to website is created within NDMA</li> </ul> </li> </ul>	Not started	July 2021 – June 2022	NDMA, MCI, DSTI, WFP

<i>Advocacy, finance, institutional capacity building: Govt and WFP technical support to develop website and train in tools. Financial support may be required for formal IT training of NDMA nominated staff in IT services, data analysis, and basic GIS.</i>				
<b>2. LOGISTICS COORDINATION</b>				
<b>GAPS &amp; BOTTLENECKS</b>	<b>RECOMMENDATIONS &amp; IMPLIED CORE ACTIONS</b>	<b>STATUS</b>	<b>DEADLINE</b>	<b>LEAD</b>
<b>SHORT TERM</b>				
2.1 No national standing logistics coordination and communication group that includes government, UN and partners and private sector.	<ul style="list-style-type: none"> <li>2.1A Revise the Terms of Reference of the Logistics Pillar to include logistics coordination, operation readiness, and information sharing for emergency preparedness and response.</li> <li>2.1B Develop Sub Working Groups to enhance logistics preparedness and response capacity in preparedness.</li> <li>2.1C Maintain logistics information and contact list in the NDMA google share drive.</li> </ul>	Completed	May 2021	NDMA lead. All partners contribute  Sub working groups led by key partners
2.2 There are no emergency logistics & ETC SOPs	<ul style="list-style-type: none"> <li>2.2A Create a logistics Concept of Operations for a large-scale emergency response.</li> <li>2.2B Test the implementation of the response SOPs annually in SimEx</li> </ul>	Not started	Q4 2021	NDMA, WFP, RSLAF, MTA, ONS, SCI, SLRCS
2.3 There is no logistics contingency plan	<ul style="list-style-type: none"> <li>Need to develop a logistics contingency plan in alignment to Government disaster plans. <ul style="list-style-type: none"> <li>Input logistics response into Government disaster plans</li> <li>Develop scenario-based logistics plans against a level 1, 2 and 3 emergency</li> <li>Test aspects of the contingency plan in targeted Simulation Exercises.</li> </ul> </li> </ul>	Not started	Q2 2022	NDMA, WFP, RSLAF, MTA, ONS, SCI, SLRCS
2.4 There is duplication of disaster logistics and health emergency logistics coordination	<ul style="list-style-type: none"> <li>Need to align Logistics and Health Logistics Pillar preparedness and response efforts and information sharing. <ul style="list-style-type: none"> <li>Health logistics information added to logistics information sharing sites and platforms</li> <li>Pillar representatives attend each other's meeting during a response</li> <li>The Health Pillar continues meeting (as a logistics preparedness sub working group) to enhance health logistics capacity and tools based on lessons learnt post emergency</li> </ul> </li> </ul>	Not started	Q1 2022	NDMA, NMSA, MOHS, MSF, WFP
<i>Advocacy, finance, institutional capacity building: NDMA with support of WFP need to lead logistics working group meetings with partners to develop and implement logistics strengthening activities. The working groups/coordination meetings and information sharing to be embedded as business as usual so all stakeholders know where to find logistics information in an emergency.</i>				
<b>LONG TERM</b>				
2.5 Investigate South - South co-operations with regional NDMO's for the sharing of logistics	<ul style="list-style-type: none"> <li>NDMA to investigate/establish quarterly meetings with neighbouring NDMO's to discuss initiatives that may be relevant to Sierra Leone and the possibility to provide support during an emergency.</li> </ul>	Started	Q2 2022	NDMA, WFP, Regional OCHA; MoFA, ECOWAS

initiatives and assets during emergencies				
<i>Advocacy, finance, institutional capacity building: NDMA to utilise existing West African Government and Donor networks such as ECOWAS to recommend regional NDMO meetings to look at regional projects and information and asset sharing.</i>				
<b>3. COMMUNICATION</b>				
<b>GAPS &amp; BOTTLENECKS</b>	<b>RECOMMENDATIONS &amp; IMPLIED CORE ACTIONS</b>	<b>STATUS</b>	<b>DEADLINE</b>	<b>LEAD</b>
<b>SHORT TERM</b>				
3.1 No established distribution lists or communication systems for real-time logistics information that includes all stakeholders	<ul style="list-style-type: none"> <li>Set up communication distribution lists via WhatsApp, Signal, email and maintain contacts lists for phone call communication chains via the district disaster coordinators of important logistics capacity information. <ul style="list-style-type: none"> <li>Develop or utilise established disaster communication and sharing networks and tools where possible</li> </ul> </li> </ul>	Completed but ongoing updates	May 2021	NDMA and Sub working group leads
3.2 Limited mobile network coverage and emergency telecommunications for real-time communication of logistics capacity or disaster information.	<ul style="list-style-type: none"> <li>3.2.A Enhance/establish mobile phone coverage and emergency telecommunication coverage to relay vital logistics information, prioritising high risk disaster locations <ul style="list-style-type: none"> <li>Map who has ETC equipment who can relay field information.</li> <li>Work with providers to ensure they have their own emergency response plan developed and in place (with availability, deployment of mobile antennas for GSM and 4G, VSAT)</li> </ul> </li> </ul>	Not started	Q4 2021	NATCOM, WFP, Mobile companies
<b>LONG TERM</b>				
	<ul style="list-style-type: none"> <li>3.2.B Review emergency telecommunication (ETC) capacity and seek partner or donor support to enhance capacity for emergency logistics telecommunications</li> </ul>	Not started	Q3 2022	NDMA, WFP, NATCOM, Donors
<i>Advocacy, finance, institutional capacity building: Government will need to drive private sector support for enhanced network coverage. Donor or partner support may be required to enhance ETC capacity in Sierra Leone in support of an emergency response.</i>				

## II – Relief item storage and tracking, Donation management



1. STORAGE CAPACITY				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	DEADLINE	LEAD
<b>SHORT TERM</b>				
1.1 Government and partner warehousing locations and capacities are not recorded or mapped (including cold storage)	<ul style="list-style-type: none"> <li>Map partner warehousing locations and logistics capacities that are available on a GIS platforms, and overlay with flood mapping, and other disaster information for logistics planning and disaster response strategies.                             <ul style="list-style-type: none"> <li>Capture warehouse size, storage type, owner, handling equipment, and truck availability at site</li> </ul> </li> </ul>	In progress	Q4 2021	NDMA and DSTI All partners contribute
1.2 Temporary emergency storage needs and locations are unknown	<ul style="list-style-type: none"> <li>Use the warehouse mapping to determine gaps in high-risk areas for disaster and health emergencies.</li> <li>Engage local disaster and health emergency to identify high-risk seasonal areas and storage needs/ access issues and develop temporary emergency storage or relief item pre-positioning strategy</li> </ul>	In progress	Q3 2021	NDMA, SLRCS, WFP, RSLAF, MOHS, MSF
<i>Advocacy, finance, institutional capacity building: Support will be needed to assist with mapping logistics capacity on ARCGIS software. DSTI has ARCGIS licence and capacity, and WFP-GLC has a Global Logistics information platform and can support. An MoU will be required for DSTI to support the creation of shapefiles from partner supplied information.</i>				
2. RELIEF ITEM TRACKING				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	DEADLINE	LEAD
<b>SHORT TERM</b>				
2.1 Emergency relief items in country for emergency response are unknown	<ul style="list-style-type: none"> <li>Map the emergency relief items stocks in country for all emergency responses (including health) using pillar coordination and other existing humanitarian forums</li> <li>Determine the gaps and needs of relief items against threshold response plans</li> <li>Pre-position stock items in regions.</li> </ul>	Completed but ongoing	July 2021	NDMA, WFP with all partners
2.2 NDMA unable to track and report relief items provided by partners for emergency response sufficiently to guide disaster and pillar planning.	<ul style="list-style-type: none"> <li>Develop capacity for NDMA to capture and track relief item distributions from partners                             <ul style="list-style-type: none"> <li>Develop a simple excel emergency relief item tracking system categorised into key pillars</li> <li>Capacity build NDMA's ability to record and report on relief item distributions for logistics planning and donor accountability.</li> <li>Investigate the development of a more sophisticated relief item tracking system in the long term.</li> </ul> </li> </ul>	Completed but ongoing	July 2021	NDMA, WFP

*Advocacy, finance, institutional capacity building: Resources and support will be required from partners to support the capacity building of NDMA to capture relief items received and dispatched to pillar partners for distribution to beneficiaries. Refresh and follow up on the job assistance may be required to embed excel spreadsheet knowledge and encourage its use for other logistics administration or reporting functions.*

**LONG TERM**

2.3 Insufficient government contingency stocks or funding to support emergency response logistics	<ul style="list-style-type: none"> <li>• Establish a contingency fund to enable the purchase and transport of relief items for a large-scale logistics response</li> <li>• Have a minimum level of contingency food, NFI's and emergency response equipment prepositioned to provide initial emergency relief to affected communities.</li> </ul>	In progress	Q2 2022	NDMA
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*Advocacy, finance, institutional capacity building: Government will need to incorporate a contingency fund for disaster response where the purchase, transport and distribution of relief items into its annual budget which conditions that enable unspent funds to be utilised for the prepositioning of relief items for the following year as required.*

**3. WAREHOUSING AND STOCK MANAGEMENT**

GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	DEADLINE	LEAD
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**SHORT TERM**

3.1 NDMA have received donated warehouses and relief items but have limited capacity to get them operationally ready	<ul style="list-style-type: none"> <li>• 3.1 Develop a stock management system for NDMA and implement real time warehouse and stock management training in each warehouse.               <ul style="list-style-type: none"> <li>○ Clean and resort warehouse with stack and stock cards</li> <li>○ Create electronic stock record</li> <li>○ Train in stock management system</li> </ul> </li> </ul>	In progress	Q3 2021	WFP
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*Advocacy, finance, institutional capacity building: WFP to support the initial rapid capacity building of NDMA's warehouse stock take and stock management set up for 2021 wet season.*

3.2 Limited capacity for NDMA and partners to manage donated relief items	<ul style="list-style-type: none"> <li>• 3.2 Establish a donated items policy and SOP in collaboration with Government, donors, private sector, community groups, and humanitarian partners.               <ul style="list-style-type: none"> <li>○ Develop policy and media communications for only needed items and no drop off at disaster site</li> <li>○ Have a dedicated warehouse for drop offs and sorting and PR events</li> <li>○ Implement an electronic stock tracking system and report available items to Pillars</li> <li>○ Provide donor accountability reports.</li> </ul> </li> </ul>	Not started	Q4 2021	NDMA, RSLAF, WFP, SLRCS, Caritas
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*Advocacy, finance, institutional capacity building: Government will need to engage Pillars, Donors, private sector and relevant government agencies such as MoFA, and MoSW to make a clear policy for the acceptance of certain quality local and international donations as only required and where they can be dropped off. Public Relation needs along with donation tracking, security and access to operational sites need to be captured in a mutually agreed policy. Communications need to be developed ready to go. NGO's and community groups may need to be engaged to assist with sorting and counting of relief items for distribution.*

**LONG TERM**



3.3 Capacity strengthening is required in warehousing, stock management, and stock tracking	<ul style="list-style-type: none"> <li>• 3.3A Develop and implement theory and practical warehouse and stock management training for Government, districts, and humanitarian partners.</li> <li>• 3.3B Engage local training institutes of commercial logistics to develop and deliver a humanitarian warehouse and stock management training module as part of its electives.</li> <li>• Align NFI, Food and Medical logistics relief item tracking and reporting.</li> </ul>	Not started	Q2 2022	WFP, NDMA, NMSA, UNFPA?
<i>Advocacy, finance, institutional capacity building: If utilising a private training institute donor funding will be required to assist in the initial development and possible support for government participation. Humanitarian partners to be engaged with the content development and also to provide real time practical training in humanitarian warehouses (NFI, Food, and Health)</i>				



### III – Transport and Logistics access



1. ROAD TRANSPORT ASSETS				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	DEADLINE	LEAD
<b>SHORT TERM</b>				
1.1 Reputable government, humanitarian and private sector road transport and road clearance assets are not documented	<ul style="list-style-type: none"> <li>Need to document what large and last mile road logistics transport assets and excavation equipment is available for emergency response.                             <ul style="list-style-type: none"> <li>Government and humanitarian road transport assets and locations need to be documented</li> <li>Reputable service providers of fit for purpose 30 mt, 7 mt, and 3 mt trucks to be documented.</li> <li>Government, commercial and private sector owners of road excavation and bridge repair infrastructure and assets to be documented.</li> </ul> </li> </ul>	In progress	September 2021	RSLAF, Ministry of Transport and Aviation?
1.2 No formal agreements for emergency use of Government and private sector assets and fuel stores.	<ul style="list-style-type: none"> <li>Need to establish formal agreements between NDMA and road access asset owner/operators for the use of trucks and road work equipment during an emergency.</li> </ul>	In progress	March 2022	NDMA, RSLAF, MTA, Total Fuel?
<p><i>Advocacy, finance, institutional capacity building: A specific Transport working group will need to be created to capture and record this information to be saved on the Google drive and platform for future reference. Support from private sector such as mining companies in terms of corporate responsibility and support to local communities and transport operators in terms of potential future business opportunities for support.</i></p>				
1.3 During emergencies and flood season fuel access can be delayed	<ul style="list-style-type: none"> <li>Need to establish an agreement for fuel supply and /or a contingency fuel store for emergency response</li> </ul>	Not started	Q1 2022	Ministry of Energy and Power? Total , NP.
2. ROAD ACCESS CONSTRAINTS				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	DEADLINE	LEAD
<b>SHORT TERM</b>				
21 Limited capacity to communicate road access	<ul style="list-style-type: none"> <li>Map known flood regions and road access issues from previous flood seasons.</li> <li>Develop real-time road access issues that are reported to logistics stakeholders through WhatsApp email and documented on the Logistics capacity platform maps. (Log.IE / DSTI portal)</li> </ul>	In Progress	Q3 2022	DDMCs, MTA, DSTI, WFP

issues that affect emergency relief item transport				
<b>LONG TERM</b>				
2.2 Road networks country wide are poor constraining access to affected communities	<ul style="list-style-type: none"> <li>Advocate for improvement of existing road network country wide including dedicated emergency routes.</li> </ul>	Not started	Q4 2022	MTA, MWPA
<i>Advocacy, finance, institutional capacity building: Priority roads / bridges for upgrade in high disaster risk areas with access issues need to be identified and government and donors lobbied for support to upgrade. If private sector utilising the roads for commercial benefit they could also be lobbied.</i>				
<b>3. BOAT TRANSPORT AND ACCESS</b>				
<b>GAPS &amp; BOTTLENECKS</b>	<b>RECOMMENDATIONS &amp; IMPLIED CORE ACTIONS</b>	<b>STATUS</b>	<b>DEADLINE</b>	<b>LEAD</b>
<b>SHORT TERM</b>				
3.1 Ocean and waterway boat transport assets are not documented and insufficient to access affected communities	<ul style="list-style-type: none"> <li>Map the GIS coordinates of waterway and sea access points to communities and place on the logistics platform</li> <li>Map government, humanitarian partner and private sector boat assets and identify gaps in access to affected communities where entry points are a priority need.</li> </ul>	In progress	Q3 2022	RSLAF Navy, NDMA, SLBOA; DDMC's, UNDP
3.2 Water access points to affected communities are not mapped	<ul style="list-style-type: none"> <li>Map water community access points from the ocean and the waterways on GIS logistics capacity platforms</li> </ul>	In progress	Q3 2021	RSLAF Navy, SLBOA
<b>LONG TERM</b>				
3.3 More water access points are required to access communities where road access is difficult	<ul style="list-style-type: none"> <li>Identify where Jetty/anchoring repairs or new priority water access points are for remote communities with poor road access based on lessons learnt and advocate for development.</li> </ul>	Not started	Q3 2022	Navy SLRCS, DDMC's, UNDP; SLBOA
<b>4. AIR TRANSPORT AND ACCESS</b>				
<b>GAPS &amp; BOTTLENECKS</b>	<b>RECOMMENDATIONS &amp; IMPLIED CORE ACTIONS</b>	<b>STATUS</b>	<b>DEADLINE</b>	<b>LEAD</b>
<b>SHORT TERM</b>				

4.1 No formal agreements for emergency use of Government and private air assets and aviation fuel.	<ul style="list-style-type: none"> <li>• Need to document air assets that could be utilised for emergency transport of passengers and relief items</li> <li>• Need to establish formal agreements between NDMA and air asset owner/operators for the use of the air assets during an emergency.</li> <li>• Need to secure access to aviation fuel for emergency response</li> </ul>	Not started	Q3 June 2022	MTA, CAA,
4.2 There is no rapid air transport of emergency medical supply items to remote communities with access constraints	<ul style="list-style-type: none"> <li>• 4.2.A Develop a specific health logistics plan for emergency supply of emergency health supplies throughout Sierra Leone, including pre-positioning, cold chain storage and air delivery to remote locations of vaccines and emergency medicines.</li> <li>• 4.2.B Investigate UAV transport of small emergency medicines and vaccines to remote communities with road access constraints, in addition to all terrain motorbike and Polaris vehicles.</li> </ul>	Not started	Q3 2022	NMSA; DSTI and UNOPS
<b>LONG TERM</b>				
	<ul style="list-style-type: none"> <li>• 4.2.C Provide support to enable UAV air transport of emergency medical supplies to remote communities with road access constraints if feasible.</li> </ul>			

# IV – Import Clearance and local procurement



1. HUMANITARIAN CLEARANCE IN EMERGENCIES				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
<b>SHORT TERM</b>				
1.1 The import clearance of relief items during emergencies can be delayed causing bottlenecks and demurrage costs.	<ul style="list-style-type: none"> <li>1.1A – Government to revise the waiver process to make it more efficient for clearance of relief items during emergencies. An SOP and policy are developed to advise of the process to all stakeholders.</li> <li>1.1B – Establish bonded warehouses and approval process to store uncleared emergency relief items off the port /airport to clear space and reduce costs to humanitarians, allowing more money to be spent on assistance to beneficiaries.</li> </ul>	Not started	Q1 2022	UNICEF; NRA, MoFA and NDMA, Bollore, WFP; MOHS
<b>LONG TERM</b>				
1.2 Import clearance processes are delayed due to agents visiting multiple government agencies to get approvals and certificates.	<ul style="list-style-type: none"> <li>1.2- Establish a one window system so all agencies can access the documents required for assessment and approval at the same time, same place. (Electronic and/or physical location where all authorities can be accessed in the same place/system.)</li> </ul>	Not started	Q2 2022	NRA, MoF, Private sector
<b>2. CAPACITY BUILDING</b>				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
<b>SHORT TERM</b>				
2.1 Some import clearance agents are not effective or do not have the knowledge or electronic systems required to clear humanitarian relief items quickly	<ul style="list-style-type: none"> <li>2.1.A Develop a database of credible import clearance agents of humanitarian cargo.</li> <li>2.2.B Develop import clearance guidance documents for humanitarian cargo to assist stakeholders.</li> </ul>	Not started	Q1 2022	NRA, Regent freight services Bollore; WFP
<b>LONG TERM</b>				

	<ul style="list-style-type: none"> <li>2.1.C Encourage the use of the ASYCUDA system and provide training in electronic import clearances.</li> </ul>			
<b>3. PARTNERSHIP AND FORMAL AGREEMENTS</b>				
<b>GAPS &amp; BOTTLENECKS</b>	<b>RECOMMENDATIONS &amp; IMPLIED CORE ACTIONS</b>	<b>STATUS</b>	<b>WHEN</b>	<b>WHO</b>
<b>SHORT TERM</b>				
3.1 There are no formalised agreements between Government, humanitarians and private sector port or airport operators/service providers for emergencies.	<ul style="list-style-type: none"> <li>Agreements or MoU's need to be established to formalise and fast track humanitarian relief item import clearance, storage and on-forwarding efficiencies out of International ports and airports during emergencies.</li> </ul>	Not started	Q3 2022	NDMA,
<b>4. LOCAL PROCUREMENT</b>				
<b>GAPS &amp; BOTTLENECKS</b>	<b>RECOMMENDATIONS &amp; IMPLIED CORE ACTIONS</b>	<b>STATUS</b>	<b>WHEN</b>	<b>WHO</b>
<b>SHORT TERM</b>				
4.1 There is no list of reputable local suppliers and manufacturers of relief items	<ul style="list-style-type: none"> <li>4.1A Develop a combined list of where quality emergency relief items for pillars can be purchased in the major cities.</li> <li>4.1.B Investigate the development of long-term agreements with local suppliers that can be used by partners to set purchase rates.</li> </ul>	Not stated	Q4 2021	All

# V – Private Sector Engagement



1. PRIVATE SECTOR SUPPORT IN EMERGENCIES				
GAPS & BOTTLENECKS	RECOMMENDATIONS & IMPLIED CORE ACTIONS	STATUS	WHEN	WHO
<b>SHORT TERM</b>				
1.1 The Government and humanitarian sector may not have the sufficient capacity to support a large-scale emergency	<ul style="list-style-type: none"> <li>1.1A – Investigate the capacity of private sector to provide end to end supply chain support (import clearance to last mile delivery).</li> <li>1.1B – Investigate the capacity for private sector to provide warehousing services as the port and airport under a service level agreement.</li> <li>1.1C – Investigate private sector capacity to provide transport services from the port and the airport under a service level agreement.</li> </ul>	Not started	Q2 2022	NRA, MoFA and NDMA