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1. Context

Bangladesh, where poverty reduction remains a major concern, has been viewed by the World Bank (WB) as one of the “fastest growing economies in the world over the past decade” and is (still) expected to “continue (its) recovery in exports in 2022”. Yet, Bangladesh has been impacted by the COVID-19 pandemic and the economic growth has “decelerated” in 2020: exports declined, inequality increased across several dimensions, and the poverty rate in 2020 increased by 3.7 percent. The pandemic has “constrained economic activities and reversed some of the gains achieved in the last decade.”

In 2022 (WB advised), the Bangladesh government should maintain its efforts to contain COVID-19 and protect the population against new infections. The population’s vulnerability to climate change and natural disasters remains a concern, (note: In the Germanwatch Climate Risk Index 2020 edition, Bangladesh was ranked seventh in the list of countries most affected by climate calamities during the period 1999–2018) as well as the need to reinforce readiness to support the emergency responses and to build resilience to future shocks.

Another concern highlighted by the World Bank, echoed by partners in Cox’s Bazar and by the Global Logistics Cluster (GLC)’s WREC project, seems to be the national ability to “pivot towards green growth” and to “support the sustainability of its development outcomes”.

The Logistics Sector has been operating in Bangladesh since 2017, when hundreds of thousands of Rohingyas fled Myanmar and sought shelter in Bangladesh. The “Logistics Sector” in Bangladesh was not established as an “IASC activated Cluster” but in fact, was created as a sectorial coordination mechanism, specifically supported by WFP and its dedicated resources. As a support to the government-led humanitarian response in Cox’s Bazar, the Logistics Sector supports the logistics activities planned by the partners (i.e.: Joint Response Plan – JRP), addressing specific logistics needs (of the humanitarian community) within perceived and verified common gaps, in collaboration with the government Refugee Relief and Repatriation Commission (RRRC), the humanitarian partners, the Inter Sector Coordination Group (ISCG), and other key stakeholders. Until the end of 2021, the Logistics Sector has facilitated the access to coordination, to information management and, when necessary, the access to temporary logistics services, as well as equipment loan agreements. In 2022, the Logistics Sector will focus on information management and coordination, and will facilitate, where and when needed access to WFP bilateral service provision solutions.

The 2022 strategy was developed through a participatory process engaging the Logistics Sector’s partners and stakeholders through a series of consultations and review of the 2021 Gaps and Needs Analysis¹.

2. Background

Under its current format, the Logistics Sector’s operation in Cox’s Bazar has been de-facto (and remains), under the responsibility and the accountability of the RRRC, since its creation. In effect, the Bangladesh Logistics Sector has been coordinated and chaired by WFP, as a temporary solution to address common logistics gaps and needs within the planned response in Cox’s Bazar.

The Logistics Sector has been operating in Bangladesh since August 2017, where the following logistics gaps were initially identified:

- **Limited storage capacity**: low available storage facilities and increased humanitarian activity have placed significant demands on common logistics storage in the area of Cox’s Bazar and the surrounding areas of the makeshift settlements.

- **Increasing needs for logistics coordination and information management**: although a Logistics Working Group has been active in Bangladesh for the past years, additional support in terms of coordination, information management services and GIS capacity was required.

**Customs Clearance**: delays (5-6 days) to clear incoming cargo required a need to streamline and speed up customs and clearance procedures as well as establish a One-Stop-Shop (OSS) in the entry points.

- Since then, the Logistics Sector operations have progressed through four different phases:

  - **Phase 1**: in 2017, as the humanitarian response had just begun, and partners did not have storage facilities established. The Sector was receiving requests for common storage, particularly in and around the camps (more than 40 per quarter).
  - **Phase 2**: in 2018 and 2019, some organisations were establishing their own warehousing and increasing their logistics capacity, whilst others still relied on the Logistics Sector. Requests averaged at 23 per quarter.
  - **Phase 3**: in 2020, the COVID-19 lock-down commenced. The Logistics Sector, under an agreement with HI-Atlas, provided a sanitised transport fleet and temperature-controlled storage for medical cargo. Dedicated storage for cargo, which could not be delivered because the refugee camps were closed off, was established in Cox’s Bazar, in addition to the already available storage hubs near the camps. The requests for storage services increased significantly, reaching up to 49 in Q4 of 2020.
  - **Phase 4**: in 2021, as restrictions eased, commercial transport returned to normal, and partners started dispatching the cargo that had been stored long term during COVID-19 lockdowns. In Q4 the Logistics Sector reverted to regular short-term storage and phased down from five hubs to one hub by November 2021. A clear decrease in storage requests can be observed, as low as four in Q4 2021.

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As per the Reference module for Cluster Coordination at Country level\(^3\), Sectors/Clusters shall come into play when:

\textit{i)} Response and coordination gaps exist due to a sharp deterioration.

\textit{ii)} Existing national response or coordination capacity is unable to meet needs in a manner that respects humanitarian principles, due to the scale of need, the number of actors involved, the need for a more complex multi-sectoral approach, or other constraints on the ability to respond or apply humanitarian principles).

The Logistics Sector role should remain temporary, and the responsibility and accountability of the sectorial coordination mechanism (i.e.: The Logistics Sector) should be handed back to the national actors when and if possible.

Now heading into its fifth year, the Logistics Sector and partner operations are normalising, leveraging the available commercial transport and storage. A review of the Logistics Sector’s ongoing operations has therefore become necessary, looking at a longer-term strategy and a transition plan. In response to this the Logistics Sector carried out a Gaps and Needs Analysis mid-2021 to ascertain continuing gaps and requirements and establish partners logistics capacities.

### 3. The logistics Sector’s achievement in 2021

In 2021, the Logistics Sector continued as a forum for humanitarian organisations in Cox’s Bazar to discuss and seek collaborative solutions to the most pressing logistics constraints. This has been achieved through networking, coordination activities, information management, provision of common logistics services and capacity strengthening activities. Furthermore, the Logistics Sector kept monitoring the emerging gaps in logistics national and local capacities, including transport services, access to camps facilitation, and warehousing services. These activities (in 2021) were aimed at building the logistics capacity of partners, enabling support to service delivery, joint decision-making, and the resolution of common logistics issues and constraints. The goal was and remains to work towards gradual gap reductions, capacity building, and localized common service provision.

#### 3.1. Coordination and Information Management

Has been maintained and developed to provide support to the Rohingyas refugee crisis response in Cox’s Bazar, and was adapted to the COVID-19 context:

- A dedicated coordination cell established in Cox’s Bazar as a coordination and information management (IM) platform continues to strengthen cooperation among agencies and to facilitate the synchronisation of logistics activities planned by organisations involved in the refugee response.
- The Logistics Sector implemented dedicated sectorial coordination meetings to facilitate the direct exchanges between the partners, and participated in the coordination with other Sectors leads, the ISCG Secretariat, and the RRRC on logistics-related implications of cross-cutting issues and advocating for streamlined policies and processes at the Dhaka level.

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\(^3\) Reference module for Cluster Coordination at Country level:

• Serving as a forum to discuss sector-specific logistics operations and planning requirements, the Logistics Sector has facilitated access to technical expertise to improve existing processes, such as Customs and Clearance and the Humanitarian Access Project (HAP) which was developed and implemented by the Logistics Sector (in collaboration with WFP and the ISCG) in response to COVID-19 restrictions to allow unimpeded humanitarian access to the camps.

• Web-based platforms have been developed (and leveraged) to serve information-sharing among humanitarian organisations in order to minimise overlaps and reduce duplication of efforts, enhancing resource utilisation, including the Log:ie relaunch for physical road access constraints and the mapping of partner warehouse capacities.

• The Logistics Sector developed assessment tools designed to collect, consolidate and share timely information and common data on Logistics, such as known market capacities, available inventories, known assets capacities, and joint access constraints mapping (GIS mapping services were availed to all humanitarian partners).

• The Logistics Sector reinforced operational resilience by prepositioning standby operational capacities and by augmenting organisations and agencies preparedness activities with technical support to mitigate the impact of supply chain disruptions.

• With the Global Logistics Cluster (GLC) support, the Logistics Sector monitored systemic constraints, conducting capacity assessments, identifying partner’s perceptions and verifying emerging gaps (i.e.: Gaps and Needs Analysis, May to July 2021).

• In December 2021, the Logistics Sector facilitated the yearly strategy revision, ensuring partners consultations and Cluster Lead Agency (CLA) endorsement.

Logistics Sector Activity reports 2021:

Coordination meetings

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3.2. **The support to logistics service delivery in 2020** was initially planned to scale down, as partners gradually normalised their operations in the refugee camps. From 2020, the COVID-19 pandemic caused an increase in supply chain disruptions, resulting in new restrictions on transport to the refugee camps in Cox’s Bazar, and adding stress on partners’ capacities. This unforeseen situation motivated the Logistics Sector to leverage WFP’s logistics advantage and to facilitate special temporary logistics services (storage and transport) until the end of 2021:

- At the end of 2019, the Logistics Sector coordination cell, supported by WFP, had suggested to probe both markets and partners’ capacity, and so, to re-assess gaps and needs, planning for a possible scaling down of temporary storage services, and working towards the localisation of the sectorial coordination. Before the pandemic, the Logistics Sector coordination cell and its desk, the GLC Support Team, had initially intended to conduct the Gaps and Needs Analysis (GNA) in Cox’s Bazar in 2020 which was then postponed to 2021, to adapt to the pandemic context.
- In the second half of 2020 and early 2021, the Logistics Sector and WFP supported special services such as sanitised local transport to camps, and additional temporary storage space (for COVID-19, WHO-listed, and critical material) as improvised measures to mitigate the impact of movement restrictions, and local logistics disruptions. This support has also been possible with the collaboration with Hi-Atlas for additional storage and transport.
- In February 2021, partners were consulted and recognised that a dedicated COVID-19 logistics hub with temporary storage and special transport services were no longer needed.
- The Logistics Sector, supported by WFP, agreed to extend temporary storage services until after the cyclone monsoon season and further support the partners’ response to the fire in the refugee camp on 22 March 2021, until September 2021.
3.3. **Note on the Logistics Sector support to temporary storage:**

At the end of 2021, the Logistics Sector operated one temporary storage hub at Madhu Chara Logistics and Engineering Hub (2,400 m²) close to the camps. For historical reference, five additional hubs were also made available under the Logistics Sector (and are now closed sites):

- Balukhali Logistics Hub (600m²) operated from May 2019 to September 2021 (transitioned to WFP Supply Chain).
- Teknaf Logistics Hub (580m²) from March 2018 to September 2021 and Unchiprang Logistics Hub (240m²) from April 2020 to September 2021. HI-Atlas managed these hubs under an agreement as a collaborating partner with the Logistics Sector/WFP (remain with HI-Atlas operations).
- Ukhiya (1,500 m²) operated from October 2017 to October 2018.
- Cox’s Bazar (1,650 m²), operated from April 2020 to February 2021. This site was made available to the partners at the beginning of the COVID-19 response and included cold chain storage (transitioned to WFP Admin).
3.4. Note on the Logistics Sector support to the special transport service (ended in April 2021):

Upon partners’ request, the Logistics Sector facilitated a government-approved humanitarian truck fleet that was temporarily made available by WFP and its implementing partner, Humanité & Inclusion (HI-Atlas Logistique). The service was provided on the Logistics Sector’s behalf, under its coordination and following its standards of operation. The purpose of that special operation was to efficiently receive and move COVID-19 response materials towards isolation and treatment centres and other response locations within the camps (from April 2020 to April 2021), following official sanitary rules at the time. The transport was also made available as an emergency response to the March 2021 fire response. As the commercial market is operational, there is no gap for transport.

Logistics Sector Activity reports 2021:
3.5. Note on emergency response readiness and trainings:

“Preparedness is a continuous process. Broadly defined, it includes any action, measure, or capacity development that is introduced before an emergency to improve the overall effectiveness, efficiency and timeliness of a response and recovery. It builds the advance readiness of country teams, and strengthens their ability to respond during a crisis, when conditions deteriorate, or new shocks occur”⁴.

With repeated COVID-19 lockdowns and continued restrictions since March 2020, the humanitarian community’s capacity for ongoing preparedness activities has been limited. However, partners’ efforts to adapt to COVID-19 related supply chain disruptions seem to have reinforced the reactivity, flexibility and overall reliability of their supply chains. Organisations have been able to stretch their resources to respond to seasonal shocks and other unforeseen incidences. The GNA report has relayed the need, expressed by partners, for a critical shift of the Logistics Sector strategy and activities towards emergency preparedness, in direct relation with capacity building.

With the COVID-19 restrictions disrupting face-to-face workshops and trainings, in 2021, the Logistics Sector adapted where possible to online trainings, also with support from the GLC training unit.

To reach out and engage more national NGOs, a number of trainings were also translated into Bengali.

Logistics Sector Activity reports 2021:

(2021 GLC data)

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⁴ Reference module for Cluster Coordination at Country level, page 15.

4. Challenges and constraints (Gaps and Needs Analysis 2021)

From May to July 2021, the first Gaps and Needs Analysis (GNA) under the Global Logistics Cluster advised format was conducted by the Logistics Sector in Bangladesh since its inception in 2017. Below are the key finds and recommendations. The full GNA report (2021) can be consulted here.

4.1. GNA key findings

- No identified/recognised/specific gap in commercial transport and storage that disables the partners’ capacity to deliver humanitarian aid in the camps in the current context (Cox’s Bazar). The common logistics services are available in Cox’s Bazar, for the time being, and it seems, on the mid-term horizon. The timing of this GNA enables a discussion on the foreseeable long-term approaches for sectorial coordination to and support logistics services delivery.

- Participants have expressed a general confidence about their supply chains’ robustness: This supports the argument that partners have the flexibility, reliability, and capacity to adapt in case of further disruption, as they confirmed they have the training, and the ability to measure their performance.

- Partners require a solution for unforeseen temporary scaling-up of their storage and transport capacity. Such a solution exists, can be planned for, and can be made available through efficient mechanisms such as Bilateral Service Provision (BSP), for common storage and transport (permanently available to all partners under WFP service level agreements). Note: In case of a national disaster, under the advice of the Humanitarian Coordinator, an IASC Logistics Cluster with extra dedicated resources may still be activated to support or scale-up the existing coordination mechanism.

- The Logistics Sector is keen and ready to develop a comprehensive strategy revision and re-definition, looking on the long, mid, and short-term, possible and appropriate (cluster) approaches, to identify the problems, to plan coordinated and resourced emergency logistics responses and improve preparation. The demand from stakeholders for dedicated support in logistics coordination and information management remains, and the government’s capacity to take this on fully is limited and/or constrained. The Logistics Sector will continue to engage with the local and national authorities, probing for the possibility to transfer some responsibilities. The core activities of the Logistics sector in 2022 should be articulated around localisation of the support to service delivery, readiness planning and emergency preparedness.

- Data shows that the partners’ capacity to provide their own logistics support is improving: data also shows that operations are normalising, due to the strengthening of supply chain activities supporting the four-year crisis response. The respondents generally recognise that a reflection on the current sectoral Coordination Mechanism structure and architecture is appropriate.
4.2. Four (4) recommendations for the 2022 Strategy definition (GNA report 2021)

a) **To define and review the Logistics Sector strategy in consultation with partners:** To discuss with partners the applicability and the possible transition modalities away from Logistics Sector services (i.e. those endorsed, and/or funded, and/or implemented by the logistics coordination lead agency)

b) **To facilitate, where and when required, partnership agreements for unforeseen and temporary scaling-up of partners' storage and transport capacity as part of preparedness and contingency planning.**

c) **To continue the planned closure (as per the JRP, CONOPS and 2022 plan) of Teknaf and Unchiprang hubs under Hi-Atlas, and Balukhali hub under Logistic Sector for the end of Q1 2022 following the cyclone/monsoon season.**

d) **To complete and maintain an emergency needs-based contingency stock under the Logistics Sector at Madhu Chara hub (MSU's, generators, prefabs etc).**

In response to the recommendations, the Logistics Sector shall:

1. **Continue assessments and information sharing in relation to:**
   a) Warehouse capacity.
   b) Physical Road Access Constraints (PRAC) and Log-IE platform.
   c) Supplier lists for local transport and fuel, COVID-19 related items and other logistic information as requested by partners.
   d) Develop and provide technical guidance, guidelines, best practices.

2. **Enhance Capacity Strengthening activities:**
   a) Training: Warehouse and Inventory Management, Fleet Management, Procurement, Medical Logistics, and others as identified with partners, with identification of training for Operations/Logistic managers.
   b) Preparedness and emergency response: Provide guidelines/guidance for partners to consider during planning and offer contributions to the national/local contingency/preparedness plan.
   c) Participation of national NGOs in the sector and continued development of trainings in Bangla.

3. **Enhance coordination:**
   a) With the various coexisting local technical relevant authorities (i.e.: district and national levels).
   b) To ensure participation by partners to collaborate on sharing of resources for cost efficiencies and utilisation.
   c) With Emergency Preparedness working groups in ISCG, with the support of WFP CO and the GLC support team.
5. The Logistics Sector objectives 2022

Based on the key findings and the recommendations reported in the Gaps and Needs Analysis (GNA) and published in November 2021, the Logistics Sector, its partners, the Cluster Lead Agency (CLA) and the GLC have agreed on the following approach:

- With the support of the partners, the Logistics Sector will conduct a market capacity survey in Cox’s Bazar in the second quarter (Q2) of 2022. This survey and its analysis will inform the (2022) Gap and Needs Analysis (GNA) update.

- A GNA update shall (therefore) be conducted in the third quarter (Q3) of 2022, and a report should be reviewed and published, as reference for 2023 activities.

- The Strategy developed herein covers a period of 12 months (year 2022) and should be reviewed at the end of 2022 (i.e.: Q4) with regards to the Gaps and Needs Analysis (GNA) latest update and recommendations (to be published in before the annual strategy review).

- The objectives listed here-below have been defined in consultation with the partners, under the responsibility of the CLA (i.e.: WFP) and with the continued support from the GLC. These objectives are included in the Bangladesh Joint Response Plan (JRP) 2022.

- As a shared responsibility of the Logistic Sector and its partners, the implementation of this strategy shall be a joint effort guided by the Principles of Partnership.

- The Logistics Sector activities are ultimately aimed at enabling partners for independent decision-making and to increase the knowledge of key logistics issues. If and where needed, the Logistics Sector may increase partners’ capacity to set up and maintain an uninterrupted supply chain to support the JRP.

- The Logistics Sector, in consultation with partners, shall report on the progress of the strategy implementation through quarterly updates. Based on possible context-related developments, this could result in a revision or partial readjustments if deemed relevant.

**Objective 1, Strategy 2022:** To strengthen coordination and information management between humanitarian agencies and the relevant national and local authorities to promote streamlined policies and processes.

**Outcome 1.1: Coordination**

- The Logistics Sector dedicated coordination cell is maintained to strengthen the cooperation among agencies, and the synchronisation of logistics efforts.

- Partners’ participation in the Logistics Sectoral Coordination meetings is normalised around the Principles of Partnership, and participants meet the IASC eligibility criteria (i.e.: Operational relevance in the emergency, technical expertise, demonstrated capacity to contribute strategically and to provide practical support, commitment to contribute consistently), have the required profile and engage as required.
• A national or local government or authority representant is identified, to participate in the coordination meetings and to join the coordination cell before the end of 2022.

Outcome 1.2: Information management

• Technical expertise is produced, shared and made available to partners when and where relevant. Key information, including maps and supplier lists, is updated and published. Specific focus shall be brought to facilitate and encourage communications with the government’s agencies, both at Dhaka level (with the relevant ministries) and at Cox’s Bazaar level (with the Office of the RRRC and the District Commissioner), in order to bring clarity on the processes for customs, fleet, medical clearances, and asset disposal (as identified by partners).

Objective 2, Strategy 2022: To strengthen emergency response planning and preparedness initiatives to enhance supply chain resilience and allow continuous and unimpeded flow of humanitarian supplies in the event of sudden onset emergencies.

Outcomes 2.1: Emergency response and preparedness (EPR)

• The Logistics Sector shares lessons learned, provides best practices guidance, and advises on preparedness measures for partners to consider in their preparedness or readiness plans, and their contribution to the JRP 2023.
• The Logistics Sector - as a key operational partner, and as a member of the EPR working group - provides input and planning, particularly for physical road access constraints. The Logistics Sector continues to support partners in assessing and improving their preparedness planning and reinforce capacity to rapidly upscale in response to sudden onset emergencies, through self-assessments tools, trainings and workshops. Note: In 2022, with the COVID-19 restrictions lifted, following a preparedness workshop in Q1, it is planned to conduct a Simulation Exercise (SIMEX) to test the preparedness planning and response.
• As updates of road conditions have proved essential to maintaining access to camps during emergencies, the Logistics Sector continues to train humanitarian responders to the collaborative physical road access constraints via mapping tools such as Log:ie.
• The Logistics Sector maintains standby operational capacity and contingency stock for rapid scale-up of activities. Assets also remain available to partners for emergency equipment loans to support the response activities.

Objective 3, Strategy 2022: To strengthen capacity to pool resources and share assets between humanitarian agencies for a better use of capacities, cost effectiveness and reduction of environmental impacts.

Outcomes 3.1: Capacity strengthening

5 The Logistics Sector has already developed a Cyclone and Monsoon Assessment tool: https://ee.humanitarianresponse.info/x/h8iWbaaK
• The Logistics Sector continues to provide generic logistics trainings and continues to identify additional relevant training areas, both in online and face-to-face forums. Using the information sharing platform, partners can share their training plans and offer seats to other organisations where appropriate and available.

**Outcomes 3.2: Resource utilisation**

• With storage options and availability increasing substantially in the last couple of years and with partners having increased storage in and around the camps, relying less on common storage services, the Logistics Sector ends its provision of common transport and storage (post COVID-19 restrictions) in Q1 2022. Partners warehouse locations have been mapped\(^6\), and the WFP warehouse, located in Madhu Chara hub – closer to the refugee camps – remains available to partners for additional storage as required under Bilateral Service Provision (i.e., On-demand services: WFP acts as provider of choice and Service Users can access the Services on full cost recovery basis). Within the Logistics Sector Coordination forum, partners provide regular updates on storage capacity for mapping and provision of shared space between agencies.

**Outcomes 3.3: Transport**

• With no sustained gap in commercial transport services, WFP stands ready to support where the needs are confirmed within emerging gaps. A GNA update can be made on request should partners perceive a significant change in the transport market capacities.

**Outcomes 3.4: Equipment Loans**

• The Logistics Sector remains a forum for partners to loan or donate assets and keeps engaging with partners for the sharing of asset information as part of contingency and preparedness planning.

**Outcomes 3.5: Reduction of environmental impacts**

• The Logistics Sector participates in the existing inter-sectorial Working groups (Solid Waste Management, Energy and Environment). The Logistics Sector and its partners will assess their standing practices, identifying areas for improvement and setting a plan for action. A technical working group within the Logistics Sector is established to provide, share technical guidance and/or references, and best practices on green logistics for the mitigation of the environmental impact of the Response.

### 6. Leadership, responsibility, accountability (transition scenarios)

The current strategy and analysis, taking into consideration the gradual phase down of common services over the previous year, will aim for the Logistics Sector to have a transition process in place by the end of 2022.

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Preparedness and local capacity strengthening activities will be among the key pillars of the Logistics Sector activities in Bangladesh in 2022. In effect, the Logistics Sector will strengthen and maintain a link with the National Logistics Cluster in Dhaka, will explore modalities for a collaborative transition of leadership, reflecting on the way forward for Logistics coordination in Cox’s Bazar.

The Logistics Sector on discussion with partners, the ISCG, WFP as sector Lead Agency, and based on the results of the mid-year 2022 GNA, would look at establishing a) a phase out or b) a Logistics Working Group (LWG) in 2023 to replace the Logistics Sector as and if required. This would be coordinated by WFP or an identified interested partner, and would be a forum for ongoing discussions, information sharing and problem solving of logistics issues which may arise.

The **Physical Road Access Constraints** (PRAC) mapping in Log:ie will be transitioned to WFP or other (as identified) to continue input by partners for timely information updates, and with technical support from GLC. By the end of 2022, the Log:ie platform will have additional modules added for data collection and will be a focus for training and updates in 2022 to ensure a smooth ongoing process.

The Logistics Sector contingency stocks and assets will be handed over to WFP for loan to partners in case of emergency response requirements. This includes generators, tarpaulins, MSU’s, prefabs, light towers, and other equipment.

For additional partner transport and storage requirements due to emergency response activities, WFP will maintain capacity to upscale as/if required.

### 7. Annexes

**Next pages:**

- Map of Logistics Sector Coordination and Storage hubs
- Strategy Timeline
Annex 1: Map of Logistics Sector Coordination and Storage hubs for 2022

Below is the Madhu Chara Logistics Hub (storage will be available to partners under BSP and Logistics Sector contingency stocks maintained)
Annex 2: Timeline

With a launch at the beginning of 2022, and a GNA mid-year to ascertain the strategy going forward, the closure of the Logistics Sector could be envisioned by the end of 2022 with a transition to other identified actors.